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CROWN ZELLERBACH: TIMBER, TECHNOLOGY, AND CORPORATE
DEVELOPMENT IN THE PACIFIC NORTHWEST, 1920 TO 1965

Regional Oral History Office
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Berkeley, California

CROWN ZELLERBACH: TIMBER, TECHNOLOGY, AND CORPORATE
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| Otis Hallin | Timber Management |
| Howard Peterson | Logging Technology in Northwest Timber Operations from 1933 |
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| Elias Boddy | Personnel Management and Labor Relations |
| William D. Welsh | Public Relations from 1939 |

Interviews Conducted by
Amelia R. Fry
in 1965 and 1966

Catherine M. Scholten
Project Editor

Produced under the auspices of the Forest History Society

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FOREWORD

This volume of interviews was produced by the Regional Oral History Office of The Bancroft Library, University of California at Berkeley, with funding by the Forest History Society. The seven men whose interviews appear here worked as policy makers in various branches of the Crown Zellerbach Corporation and recorded their insights on timber management, accounting procedures, technological innovations, personnel management, and public relations. Taken together, their histories are a rich record of first-hand experience in the development of the lumber industry in the Pacific Northwest, as well as of their corporation.

Amelia Fry of the Regional Oral History Office interviewed these selected executives of the Crown Zellerbach Corporation in Portland, Oregon, in January 1966. Although the interviews were transcribed and reviewed by the interviewees soon after they were taped, the final editing and production of the manuscripts was done in 1979, when funds from the Forest History Society became available to finance the work.

The Forest History Society is dedicated to the collection, preservation, and dissemination of North American forest and conservation history. It is a non-profit, educational foundation with national headquarters in Santa Cruz, California, where it is associated with the University of California.

The Regional Oral History Office was established to tape record autobiographical interviews with persons prominent in the history of the West. The Office is under the administrative supervision of the Director of The Bancroft Library.

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All of the following interviews contain words of loggers' language, slang terms used in the timber industry that may be unfamiliar to the uninitiated. A definition of these words can be found in Woods Words, A Comprehensive Dictionary of Loggers Terms, by Walter McCulloch (The Oregon Historical Society and the Champoege Press, 1958).



Otis D. Hallin



Howard W. Peterson



John Dewey Ollsen



Harold P. Miller



Elias M. Boddy



William D. Welsh

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Otis Hallin

TIMBER MANAGEMENT

An Interview Conducted by
Amelia R. Fry
in December 1965 and January 1966

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INTRODUCTION

When he was interviewed in 1965-66, Otis Hallin was a Director of Crown Zellerbach Corporation. He literally had worked his way up from the log scaling raft to the board room. In 1926, shortly after graduating from high school in his home town of Cambridge, Minnesota, Hallin joined his brother in Longview, Washington. He learned how to scale logs with the Long-Bell Lumber Company and worked as a scaler for several timber companies until 1930, when he went to the Columbia Log Scaling Bureau as the office manager. Hallin worked with Don Denman in this industry bureau, and when the Bureau folded in 1932, Denman, who had joined Crown Zellerbach, offered Hallin a position as a scaler at the Port Angeles operations.

Hallin advanced steadily in the corporation. He began by evaluating logs on the river but ultimately assumed responsibility for acquisition of timber land and management of large lumber operations. From 1933 to 1936 Hallin managed the Timber Department at Port Angeles; from 1936 to 1943 he managed the Timber Department for Crown-Rayonier at Hoquiam, Washington; from 1943 to 1949 he was the Timber Department Manager in Seattle. Hallin moved to Canada, where he was Vice President and Manager of Timber Operations for Crown Zellerbach Canada, Ltd. from 1949 to 1957, and then came to San Francisco, where he was Assistant Vice President, Timber, from 1957 to 1959, and Vice President, Timber, from 1959 to 1964. He was promoted to Senior Vice President for Timber operations in 1964, and elected a Director in 1965.

After describing his early career as a log scaler, Otis Hallin surveys many aspects of the development of Crown Zellerbach in his oral history. From his experience Hallin could speak about the evolution of Crown Zellerbach's land management policies and also about the technological developments that made thinning, prelogging, and relogging possible. As a corporate executive Hallin was also concerned with labor relations, timber industry organization, and federal government policy toward the industry.

Amelia Fry of the Regional Oral History Office interviewed Otis Hallin in San Francisco, California, during December 1965 and January 1966. She edited the transcribed interview, which Hallin reviewed before its final typing.

Catherine M. Scholten
Editor

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Early Life

Fry: I have in my notes that you were born March 4, 1907, in Cambridge, Minnesota--is that right?

Hallin: Yes.

Fry: Could you tell us a little bit about your father and mother.

Hallin: My father's name was Daniel and my mother's Nora Ossell and they were both born in Cambridge. My grandparents on both sides came from Sweden. I lived in Cambridge until the time I graduated from high school in June of 1924. My father was a cattle buyer or, as I always say a "horse-trader." I have been in the "horse-trading" business more or less all my life too--buying and selling logs and timber. I guess I come by it naturally because of my father's buying instincts in the cattle buying business.

I used to help my father a lot when he would buy cattle around the state and we would ship them to South St. Paul to the packing houses. When I was nine or ten years old, I used to load cattle out of one town when he was loading them out of another one. I would stay out of school for the day and load them. Of course, I wasn't big enough to lift the gangplank or handle it when the time came to close the railroad car but I knew what to do and I could always get somebody to help me close the door. I also knew how to handle the cattle in the cars, particularly the bulls as they had to be tied in the end of the car with their heads high so that another animal couldn't get over the rope and choke them to death.

Fry: You were with him too in buying, selling, trading and so forth?

Hallin: No, the cattle were already bought because the day they were shipped depended on the railroad line that you used. The farmers brought the cattle into the stockyards. At that point we would weigh them in and pay the farmers and load them into the cars for delivery to the packing houses in South St. Paul.

- Fry: But you were not really in on much of the negotiation?
- Hallin: Oh, I was around, but I wasn't in on it.
- Fry: You went to Cambridge then all the way from the first grade up through high school in 1924?
- Hallin: Yes. The only other schooling I've had was attending the Advanced Management Program at Harvard in 1953. This was a thirteen-week course and there were 162 in our class, but I'm jumping as far as years are concerned.

First, I went to Minneapolis in October of 1924 when I finished high school and got a job as an office boy with North-Western Life Insurance Company. I worked for them from October 6, 1924, until the 10th of November, 1926.

Early Career

- Hallin: I left Minneapolis on Armistice Day, the 11th, to go to Longview, Washington. An older brother of mine had graduated from Minnesota law school in June of 1926 and went to Longview as a deputy prosecuting attorney. He wanted me to go with him so I told him I would if he got a job for me. Long-Bell Lumber Company wired me and offered me a job as a stenographer so that's when I started work in the lumber industry. I worked as a stenographer for about two months and then had a chance to go into log scaling.

Log Scaling

- Fry: When you started log scaling, what sort of techniques did you use? Were you the cruiser?
- Hallin: No, when I log scaled, I was scaling on the water or as we called it "on the river." These were all floating logs. I was actually tallying them for the head log scaler at Long-Bell Lumber Company, which simply means writing down the log sizes. That's the way I learned log scaling. You can learn either by tallying or measuring logs. You get to learn the defects and that's what you have to know. You have to learn what's wrong with a log inside by looking at the outside so you have to get to know something about logs and/or trees. You have to be able to visualize what's wrong with it so you can make deductions of the defects.

Hallin: In other words, a log might be forty feet long and forty inches in diameter which would be pretty close to three thousand feet on the scale; but if it's half rotten, you would only give it half scale. I really went a bit overboard there to make my point because if it were half rotten, it would be a cull. Nowadays if a log is two-thirds rotten it's a cull but in my early scaling days, it had to be half rotten to be a cull. So I should have said, if it were fifty-five percent merchantable you would scale fifty-five percent of the log.

Fry: You scaled for Long-Bell; you were hired by Long-Bell to walk these logs on the rivers?

Hallin: That's right.

Fry: So your figures had to actually tally with what came out of the mill, right?

Hallin: Well, you usually had an overrun. We usually happened to be the buying scalers--that is we were buying logs from outside companies. Long-Bell also logged their own timber but they had other scalers scaling their own timber for mill usage.

The logs I tallied were ones we bought from Crown Zellerbach or Weyerhaeuser or any number of other companies. That was the final scale on which we paid for those logs and there was no comeback later.

Fry: Didn't your scale have to agree with Crown Zellerbach's scale for instance?

Hallin: Yes, we had two scalers and we had lots of arguments. At that time we were scaling with two scalers on a raft, one from each company. The rub was that if you didn't agree on one single log, you stopped right there and that was the end of the scaling on that raft. In other words, if it looked like one company or the other had reached an impasse you did not go on and scale beyond that point. You didn't get to a particular log, disagree on it and then say, "Well, let's go scale the rest of them." You had to stop and go home and that's what we did.

Fry: Did you have to do that very often?

Hallin: We did it a few times; and with Crown Zellerbach scalers about as much as anyone. They had an old timer named Henry Jones and he was a real tough one to scale with. I thought the fellow that I was working with, Howard Pittinger, the Long-Bell scaler, was very good. I really learned logs from him. He was an excellent teacher and if we weren't scaling and had some time

Hallin: (and he usually saw to it that we did) we went into the sawmill and watched logs cut that we had scaled. We checked on ourselves that way because this is the only way you can really learn about the lumber, plywood and pulp potential of timber.

The trouble with so many scalers today is that they don't have the time, or won't take the time, or have the interest, to go into the sawmills to watch the logs being cut.

Fry: Well, they probably rely a lot more on instruments now.

Hallin: No, there aren't such instruments even today to scale and grade logs. I don't think there will be for a long time, if ever. You might get an instrument that could tell you where the defect in a log is, but by the time you handled an instrument on a log, I think a good log scaler could do it just as fast. You would have to run an instrument over the entire length of the log to tell about it where a scaler can tell just by looking at some of the defects on it and also looking at the ends. A defective end means a lot to the scaler.

Fry: That is interesting. I can see where that rule about stopping when you hit an impasse might be necessary to prevent the loss of some good log scalers if they were pushed off a raft. [Laughter]

Hallin: I've listened to lots of arguments. I remember one time when I was working for Columbia River Paper Mills. The scaler for Columbia River Paper Mills that I was working with was a real old timer. He and another old fellow were scaling. When I say old, I think he was about seventy-nine, and the other fellow was about the same age. They were arguing about a log that had grubworms in it. We happened to be on the buying side that particular day so this Columbia River scaler I was with said he was going to cut the scale pretty heavy on this log because those grubs were going clear into the heart. The other fellow said, "No, they don't go very far." So the old man said, "Well, I'll show you." So he took his pencil, dropped it into a grub hole and it disappeared so he certainly proved his point. You don't lose a pencil in a grubworm hole unless it is quite a hole.

Fry: That's an example of an instrument being used. [Laughter]

Hallin: Funny way to use it.

Fry: How long did you stay at Longview?

Hallin: Until March, 1929.

Fry: While you were at Longview, did you know Mr. Denman at Crown?

Hallin: No, but I knew who he was when I was with Long-Bell because my boss dealt with Mr. Denman on logs. When I was with Long-Bell, we had the big sawmill at Longview. In fact, I would say that we had the biggest sawmill in the world and were cutting two million feet a day--not a month, but a day! This is more than some mills cuts in a year. We used to buy a lot of logs from Crown Zellerbach which was then Crown Willamette Paper Company. I actually met Mr. Denman in 1930 when I was with the Columbia River Log Scaling Bureau in Portland. He was the president. I also worked for various other companies from 1929 to 1933.

From Longview I went to work for the Columbia River Paper Mill at Vancouver, Washington, for a year. Then I worked for the Portland Manufacturing Company in Portland for several months under a Mr. John Haviland, who has since died.

Fry: What did it manufacture?

Hallin: Plywood. I'm not quite sure but think it was the oldest plywood plant on the coast. It has since been shut down.

Fry: Was this your first experience with plywood?

Hallin: Yes, this was in the days when plywood was in its infancy. We used to take rafts of logs and probably peel only six to eight logs out of a whole raft. These were fine, carefully selected logs. Today they would peel one hundred percent of them, but at that time they just did not know enough about it and if a log had a single pitch-pocket in it, then it would be rejected.

But I was talking about September, 1930, when I went with the Columbia Log Scaling Bureau as the office manager and as Mr. Denman was the president of the bureau, this is when I met him.

Columbia Log Scaling Bureau

Fry: This is a bureau...

Hallin: It's an industry bureau. It is owned, run, and operated by and for the benefit of the industries to have a disinterested log scaling bureau. So though I had heard of Mr. Denman since 1926 when he first went with Crown Willamette Paper Company as we were buying logs from Crown all the time that I was with Long-Bell, I don't think I ever saw him until 1930. Then, I saw quite a bit of him.

Fry: Was he sort of chairman of your board in this log scaling thing then?

Hallin: Yes, that's what he was. We call him president of the bureau which is chairman of the board. We continued to run the bureau until April, 1932. In the depth of the depression, it was decided to close the bureau, industry felt that it neither needed it or wanted it. Then I went into private log scaling with Oliver Knoles, one of the scalers with the bureau.

Employment with Crown Zellerbach

Hallin: We scaled for various companies. At that time when the bureau was closed, Don Denman wanted to know what I was going to do. I told him that I was going to do private scaling. So at that time he said, 'Well, would you be interested in working for Crown? I'll have a job at Port Angeles, or Port Townsend in just about a year from now--so keep in touch with me.'

So I did and when the year was up, Deek White, one of Mr. Denman's men, got in touch with me and said they had a job for me at Port Angeles. Meanwhile I'd married so I told him that I wasn't interested. Mrs. Hallin and I had only been married a month and we were living in Portland. I had a job with Eastern-Western Lumber Company doing their log scaling. I told Don's man White to tell him that I wasn't interested, that I had changed my mind and didn't want to go to Port Angeles.

Then Mr. Kohler, president of Eastern-Western called me into his office on a Friday morning and asked me if I knew that Crown wanted me to go to Port Angeles. I said, "Sure, but I'm not interested."

He said, "I think you'd better go." Mr. Denman and Mr. Kohler were very close friends and Crown and Eastern-Western used to do a lot of business in logs. Don had talked to Mr. Kohler and said, "I've got a better job for Otis than what he's got with you, and I want him at Port Angeles."

There wasn't much for me to say except, "All right, when does Crown want me?" (I still hadn't talked directly to Mr. Denman.) He said, 'Well, he wanted you yesterday.' I said, "Okay, I'll go." So Monday morning I started with Crown in Port Angeles. It was April 12, 1933.

Don Denman

Fry: I wanted to ask you a little bit more about the years when you were the office manager for the log scaling bureau. You must have worked some with Mr. Denman there; there was some communication between you?

Hallin: Oh, yes.

Fry: I was wondering what your impression of him was at this time?

Hallin: At that time in the bureau, we were always in the red. I was the office manager and kept the books so I had to contact Mr. Denman all the time to borrow money for the bureau and have him sign the notes. He really was signing them on a personal basis with the company guarantee back of it. Later on that's what brought about the closing of the bureau. We got so far in the red that the business kept going down and down. There wasn't any business. The sawmills weren't running and you cannot run a bureau like that unless you have industry operating.

All of us who were working for the bureau went out and got other jobs. Some of them weren't very good, but then they were better than nothing. So I did have a lot of contact with Mr. Denman when I was at the bureau.

Fry: And these were very difficult times, times of stress for him. How did he perform under stress?

Hallin: He performed under any kind of conditions. You couldn't find a better or more level headed person than Don Denman under any circumstances--pressure, business judgment, or you name it. As far as his performance, it was unbeatable.

Fry: I have on record here from somebody that Mr. Denman was a very quiet and gentle sort of man in his personality, in talking with people.

Hallin: That's right.

Fry: And yet in talking with people, apparently he was able to really push his ideas for long range forest management against opposition.

Hallin: That's right. He was very personable and had lots of authority in his job. He commanded respect and didn't have to be loud and boisterous. Now the difference between him and Stamm was that Stamm had a very low boiling point. Stamm wasn't loud, so to speak, but he had an awful temper. He was really a character in that respect.

Fry: Well, Stamm also had the authority though not as much as Denman. Stamm really didn't have to work with the board of directors and executive committee.

Hallin: No, he didn't. Of course, they all knew him very well and they knew his good points and bad ones, but Denman was the one who had to carry the ball.

Fry: Did you pick up anything especially from him and his method of performance at that time?

Hallin: Probably not too much at that time. I think I began to get the benefit of his influence when I started to work at Port Angeles. Of course I was actually under Phil Henderson as he was in charge of Port Angeles. Henderson, who has since passed away, worked under Denman.

When I went to Grays Harbor, I was directly under Denman and worked with him until he left the company to take early retirement. I was close to Denman even when I was at Port Angeles though I worked under Henderson. I knew Don well enough that I could talk to him whenever I had a problem.

Fry: You didn't have to observe the hierarchy lines?

Hallin: No.

Fry: The reason I was wondering was that I had a letter from Professor Myron Krueger who also worked with Mr. Denman just before you did. He was at Korbell, here in California. Krueger mentions that Denman told him that if you learn to make quick decisions and are not afraid of making a mistake and if you go ahead and make the mistakes, by doing that, you will gradually decrease your number of bad decisions.

Hallin: Yes, Don was very good with me and Ed Stamm in this one way. This is what he expected out of any of us. He didn't want us going back to him every two minutes asking whether we should do this or that. Don was not that kind. He was a good administrator and expected us to make the decisions. Sure, we went back and discussed things with him. Sometimes I could have a solution going several ways at once on a proposition.

I might say, "As far as I am concerned, I want to go this way. Do you see any merit in any of these other ways?"

He would be very quick to say, "Well, did you try the third or fourth one?", if he could quickly see any merit in it. Otherwise he would say, "As far as I am concerned, I don't know anything about it. You've decided it so that's the way we are going to go."

Hallin: He never lingered in making a decision and I would say that I probably picked up some of these traits from him.

On the other hand, I don't think that you necessarily pick these traits up--you either have it or you don't. I have never been afraid to make a decision in the dealings I have today or those I worked on for the past thirty years. I am sure that Don's way of operating has been a help to me. I try to give the same kind of leeway and help to the fellows who are working for me today because of the training I had under Denman.

Fry: Did he establish a sort of precedent at Crown Zellerbach?

Hallin: Well, it doesn't go that way in the whole corporation. Some people just do not make a decision that way. Some people are afraid to make a decision; they can't make up their minds. You don't get a Denman type very often.

Fry: In this decision making business from Denman on down, I gather that there was not much problem in decision making. But what about above Denman? Were there certain people who were more difficult to bring along on the major decisions and policy changes than others?

Hallin: Yes, some were more difficult to work with than others. I would say that he worked very well with all of our top executives. Of course, he was one of them himself--I claim that he was near the top himself. While he was not actually president, he was as near the top as we could come in this corporation. He always had a lot of authority and a lot of respect from the other officers and directors. He was a director for many years so he had the best of relationships with the rest of them. There was some difficulty with some of them more than others, without naming names.

Fry: When he first went in, there was a sort of triumvirate right after the initial merger in 1928. Triumvirates are usually difficult, although I do not know a thing about Crown Zellerbach's.

Hallin: I have heard Don speak about Mr. Birkey in Portland with whom he had quite a problem.

The fellow that Don worked for was A.B. Martin. Martin is the one who hired him and Martin was one of the top officers here until he passed away and then Don pretty well took that position in the middle forties.

Role of Professional Foresters

Policy and Decision Making

Fry: When you first came to Crown were there any professional foresters?

Hallin: I can't remember just when we started with professional foresters, but it's been a number of years ago and the professional forester today is pretty well the person we are looking for. We work them into operations rather than keeping them just in the so-called forestry end of it. We're more interested, I think, in having them become operating people with professional forestry backgrounds. This makes them better all-around men. Ed Stamm was not a trained forester. Neither was Don Denman, but I think Ed Stamm developed into as good a forester as there is in the world just on his own.

Fry: And he had the position to institute his ideas?

Hallin: That's right.

Fry: What about other foresters who are not as high up in the company? What is their relation to the logging bosses?

Hallin: Well, it's just the same as for anybody else. If a person is a trained forester, he may have more possibility of going into the top positions in our company, but not necessarily. I mean some of them may not be professional foresters--I'm not myself.

Fry: You probably are now. You could teach a few courses, I bet.
[Laughter]

Hallin: Well, probably a little, but I still don't claim to be much of a technical forester but I've got a lot of good technical foresters working for me.

Fry: Well, is what you're saying then that the professionally trained forester who was hired by Crown Zellerbach, was not hired in a position called forester. But, he was simply put into already existing positions in the operations of the forest?

Hallin: That's right. As a matter of fact, I just interviewed a forester before you came. He was just getting out of the navy. I said, "Well, what do you want to do?" and he replied, "Well, I'd like to be in forest management, whatever that means. I don't know what Crown calls it and it may not be what my thinking is." I said, "What is your thinking?" He said, "I'd like to be able to manage an operation."

Hallin: "Well," I said, "that would probably be a tree farm manager as we refer to it." He said, "I guess that's maybe what it might be."

I said, "What we usually do is hire people like yourself and put them in the rigging as choker setters, or on the engineering crew, or something like this, until we can find out a little bit about them because we don't know whether you'll like us or we'd like you enough to think that you have what it takes to be able to work up into management. If you have what it takes, you'll find your niche before too long."

He said, "Well, I'd hate to be a choker setter for five years." I said, "You won't be a choker setter for five years because we'll fire you before you've been there for five years. If you don't get beyond the choker setter stage, you aren't any good."

Fry: Is this, then, what you usually have them do?

Hallin: We try to take them in on a job more or less at the bottom and have them work on up. If they do this, then they will be good timber management people because we have a lot of good jobs, if I do say so, in our company in the timber end of it. And, we always need people, so if a fellow is willing to start at the bottom and he really shows up well, it won't take him too long to get a fairly good job.

Land Management

Fry: The other question I wanted to pick up on land management was the encouragement which Crown Zellerbach seemed to give, according to my notes, to the small timber lot owners. Do you know how this policy began and what Stamm and Denman had to do with this?

Hallin: Well, I think this was probably done more through the American Forest Products Industries. This is an association that many of the timber companies belong to. They promoted the tree farm movement. It started in 1941 and Denman and Stamm were both instrumental in pushing the program to try to make the small land owner realize that he had a valuable asset and to promote their wood lot or small tree farm. We helped them mark their timber for cutting so that they got professional advice from companies like ours to manage their trees or timber in a proper fashion. Denman and Stamm helped promote this but so did many other companies. It wasn't a lone idea, all the companies throughout the United States, I think, were doing this same thing.

- Fry: Well, in the whole idea of tree farms, was Stamm pretty much out in front?
- Hallin: Well, I think Stamm was probably the best known forester in the world and was certainly out in front of anybody that I knew. He was not only a forester but an operating man and an officer of our company. He had all of the ability and knowledge and know-how to go ahead and push and promote it. He worked until the day he died promoting things in the forestry field.
- Fry: I'd like to ask you sometime just how Stamm went about promoting these things. He had memberships in so many different organizations.
- Hallin: Well, he was an excellent talker and talked to a great many groups. I'm not saying that he wanted to tour as a speechmaker because he was a "doer" in our company and loved to be out in the woods. Even in his top position with the company, he was out there seeing what was being done and if they were doing it right. He never had to ask anybody, "How do you do this or that?" because he'd been there. He started at the bottom and knew all the jobs.
- Fry: He kept in contact with the forest and logging crews even when he was vice president?
- Hallin: Oh, yes, much more so than Denman did. Denman also knew the job from the bottom up and even though in his position he got out a lot, he didn't get out like Stamm did. Stamm, of course, living in Portland had access to all of our tree farms and several of them were within an hour's drive from there.
- Fry: This contact with the woods crews through Stamm must have been valuable to Denman too. Was this another thing that enabled them to work together so well?
- Hallin: Well, of course, they started together in the redwoods. It's like you might have a friend you knew pretty well in college. If the fellow is any good and you're in a job where you can take him along you would because you know him that well. This happens quite often.
- Fry: Well, the general picture I get then (and you tell me if it's right) is that Stamm was able to see what was needed on the ground as in the tree farms and logging operations, and could talk this over with Denman.
- Hallin: Yes, then Denman would concur or argue with him to change Stamm's way of thinking. This happened too, of course, and that is the way it worked. This is the way it works with me now.

Hallin: Denman handled the top end of it. He handled it here, with the board, the executive committee and all the top executives. The things that Stamm wanted to do, if they were of major importance or consequence, Denman had to get the approval from the board or executive committee. Now, day-to-day operations didn't require approval beyond Stamm and he had enough authority in his own job that he could go ahead, but there were other things and when you work with people, you know where those limits are.

Stamm knew when it was important enough that he should discuss it with Denman and by the same token, Denman knew when he had to go to the board or executive committee on something or make the decision himself.

I do the same thing now. I would say for the most part I probably make most of the decisions right at this point with Richen and people down south. But I also know when I have to discuss matters with the executive committee or the board for approval. This again depends on the magnitude of the thing we're talking about. Richen does the day-to-day things in Portland with his own people but it's pretty hard to say just when it does come here. We get together quite often and I see him quite a bit. He usually has a number of things he wants to talk about. Or, I might have several things that I want to talk to him about. I know what he is usually working on or vice versa and we talk them over and decide how to proceed.

Acquisition of Land

Fry: In the matter of lands, did a number of ideas of land purchasing come from Stamm? Is this handled through an outside broker?

Hallin: No, we do it. A lot of the purchases were handled by Stamm, the same way as I do now. I bought timber and/or worked on timber deals, and we worked them under Denman.

Fry: This was in Canada?

Hallin: This was in Canada and also in the United States before I went to Canada in the Puget Sound area. I have been in the timber buying end of it off and on all the time that I have been with the company. We have certain people who do nothing but timber buying in the Portland area right now but that doesn't mean that I still am not in on some of the deals. I am. I just concluded a big deal down south for 120 thousand acres with the Crosby Chemical Company. I handled this myself because I had the contact

Hallin: and it was important enough to warrant any handling right down to the last little detail. So timber deals don't necessarily start out in the same pattern. Stamm might have done some of the purchasing and Denman did some of it himself, but the big deals are the ones you keep pretty high up at the top.

Fry: I guess it depends on who has the contacts with the seller?

Hallin: That's right. It's the starting contact, lots of times, that makes the difference on how you handle it. Let me give you an example. Someone might call me today and say they have 160 acres in the Portland area and are we interested in buying it? I would say, "Go see Bill Christy, our timber buyer in Portland." In other words, it isn't a big enough transaction for me to be doing anything with it and we have Bill Christy there to handle these as well as other sizeable deals. The real big ones sometimes get into personalities because of the contacts.

Owen Bentley, almost a year ago to the day, bought the Van Vleet property which contained fifteen thousand acres of cutover land. The reason he did it since it was not an area that he usually handles was because he had the contact. I told him to go ahead and conclude the deal instead of having Christy try to take it over. Bentley had known Van Vleet for years because of log deals and since Van Vleet is a rather peculiar personality, Christy probably wouldn't have gotten to first base with him. With Bentley, it was a natural.

Fry: Stamm, when viewed from my vantage point seemed to be such a ubiquitous fellow, I should think that he might have developed a number of contacts that were useful to the company.

Hallin: Oh, sure he did.

Fry: Did he do a great deal of your timber buying?

Hallin: Yes, during the time he was running the Oregon and Washington operations. He had fellows under him doing the timber buying and I still go back to Bill Christy who is handling our timber buying now. He was there at the time so they were doing this every day, but when there were big deals, then they fell to Stamm.

Fry: Did Stamm initiate many of them?

Hallin: Well, yes, some, but when you say "many," there aren't that many big ones.

Fry: Is Stamm the one who initiated the cutover land and the lands from the Tillamook Burn?

Hallin: Yes--that was his push. I mean he was there at the time and very much for buying them. Stamm was instrumental in buying what we call our Clackamas Tree Farm area, from the Collin's interests. He also bought the start of the Columbia Tree Farm, now named the Ed Stamm Tree Farm, from the Clark Wilson Lumber Company.

Fry: Was this something that would have to go through the executive committee?

Hallin: You bet it would. Where do you get money for that? You go quite a way because they're expensive. It takes a lot of cash.

Fry: If the company had not had a policy previous to this of buying cutover lands or burned over lands, could you give us a picture of how Denman might go about getting something like this?

Hallin: Well, we never had a policy on buying. I mean something in writing saying we would buy cutover land. The company bought second growth and/or cutover land through the years because you could buy the land for a song. You were tying up a lot of money. You tie up whatever you do pay, plus interest, plus taxes that you pay for many, many years, and when you hold land from say twenty, twenty-five, thirty, forty, or fifty years, it gets into money. But on the other hand, it has a lot of value, because when you get fifty year old second growth on the land, you've got a lot of value too.

Fry: Were you aware of any opposition to the expense that would be entailed into building this up into a good stand of regrowth or was there much opposition?

Hallin: Yes, there was plenty of opposition. Denman had plenty of opposition from our top executives right here on the buying program. Every one of these purchases--large or small--didn't come easy. It was like bucking an uphill tide to get our executives to buy these properties. Some of them probably wouldn't admit it now and most of the opposition to Denman's plans are gone now. None of them are living--J.D. Zellerbach, Tom McClaren, Louis Bloch; they were all very opposed to purchases that were made. But on the other hand, that's all right. We should have to put up a good story for buying timber. Their argument was: "Why put money into timber when we can put it into a paper mill and get a better return on our money than we can by putting it into timber?"

And, this is very true. This is the way it looked years ago because you tied money up in timber and it was nothing but expense for many, many years. It's only been in about the last fifteen years that log prices and timber values have moved up

Hallin: so much. That's why the value in timber is so evident today. It's also another reason you think twice before buying a piece of old growth timber today because you pay such a price for it. You have to tie up so much cash today to buy these timber properties. It's a real workout to get the company to go ahead to put up the money.

Of course, in our case now, I'm the one pushing for the purchases of timber. I think I've got Reed Hunt, chairman of the board, to the point now that he sees clearly the value in owning these timber properties. We're not having quite as much opposition today as we had in earlier years, or as much as Don Denman had in earlier years.

There are still some limits here. There are lots of timber properties that come up. A prospective purchase might come as far as requesting my approval from Richen for instance, and I'll say we're not interested either from the standpoint of price or location, but it's usually value. If the price is low enough we would probably buy it. I turn down many possibilities that I never take up with Reed Hunt. When I think it's good enough, I go to Reed. That's when I try to sell the idea that the company should buy certain property. I'd say that in the last couple of years I don't think our board or executive committee have turned down any that I have recommended.

Fry: Was this program begun right after those very critical years in the depression when the company, from reports I've read, was fighting for its life, and there wasn't a great deal of capital?

Hallin: Yes, this is right, that was the time.

Fry: You must have had quite a lot of competition inside the company on what to do with what little capital was available.

Hallin: Right. Sure, we could have bought a lot more timber than we did but our executives would not do it. Looking at it from their standpoint, they couldn't buy right and left because they had just so much cash and had to stop somewhere. I think the buys we made have been exceptionally good, but we did lose some unfortunately. I'm thinking particularly of many of the properties Sound View Pulp Company bought, which today is Scott Paper Company. We had the first chance at them but Don Denman was turned down every time we had a proposal by the executive committee who said, we don't want any more timber.

Fry: Well, I was wondering too about the lands in Honduras. Was this a Denman idea?

Hallin: No. It was a Denman idea to kill that one. Stamm and I felt the same way. We sent Hill Jones down there to look it over--it was a turkey.

Fry: Was that because of the difficulty in getting the timber out?

Hallin: Yes, the average haul from the center of the timber area in Honduras to the waterfront was about 175 miles. Economically you just couldn't do it. Since that time the pine beetle attacked that timber and destroyed most of it. We're just fortunate we didn't get involved in that one. Stamm actually went down to look at it but Denman didn't want any part of it. He sent Hill Jones and his report was very unfavorable. So was Stamm's. We also sent Harold Miller down, he's our chief logging engineer, and then I was the last one to go down. There was no question about it--we didn't want it. Now that was Honduras. Then we had another--this one was being promoted by our top executives here who thought it would be a good place to put in a paperboard box plant.

Fry: Why, because of what it cost?

Hallin: Yes, cheap labor and also timber. They were looking at it from the timber standpoint. They thought this was a good place to get a chunk of timber and we were talking against our own people. This was in reverse of what I was telling you. That one we had to fight to keep them from buying or getting involved. Then they took another one on in Labrador and Newfoundland which was the same thing, and Stamm was back on that. I didn't go back on that one but that was another turkey and we didn't want it as far as the timber department was concerned.

We were being pushed by the other side in these cases as they were thinking, here's a piece of timber, why do we let it get away from us? Well, it's because the cost was so terrific in getting the timber out you couldn't have the low wood costs.

There's one other one and that is the Kremmling, Colorado situation. We were talking about putting in a paper mill at Kremmling; a newsprint mill with one machine to primarily supply The Denver Post. Denman was out of the picture then and I had Ed Stamm go over there and do a lot of work on it but we weren't very enthusiastic about going into this property. No one was. Of course our top executives were interested in putting a mill there if the wood costs were right. But taking everything all in all--the weather, the wood problems, mill problems that would be encountered in a cold climate like that (in the winter it can go down as low as fifty-seven below zero)--it didn't make for very good operating conditions. So that has been put on the

Hallin: shelf for the time being. We still have the site there and we may do something sometime in the future, but it won't be tomorrow.

Fry: It may be a good recreation area for company employees or something.

Hallin: It might be, yes. Send them over there with their skis.

Sustained Yield

Fry: I would like to go into the beginnings of sustained yield practices and the advent of forestry as part of corporate enterprise. This seemed to have its main impetus in the late thirties. What was going on in this when you first were hired in the early thirties? In the prelogging, relogging, and so forth?

Hallin: I cannot say very much about those first years. In the years when I was actually with Crown, we started the relogging practice which your notes show here as 1944-1950. This followed after, I believe we could say, what Canadian Western Lumber Company was doing up in Canada. We did a lot of relogging on some of the Tillamook Burn Land too, the big burn. Some of those lands that we bought, we did relogging on.

Fry: You bought those after the burn?

Hallin: Yes, that was the first. We also did a lot of relogging on the Collins land, also the Clark Wilson land. Then as an advanced stage of logging we started doing the prelogging, meaning we logged the small timber out of the so-called camp run stands before logging the big timber. This prevented breaking up the small timber. This was a system that we pretty well developed under Derrman and Stamm.

Fry: How did this happen to start?

Hallin: It was a part of a program of good forest management to better utilize more of the timber and not let it become broken up and left in the woods. By doing prelogging and not having debris left in the woods afterwards, the fire hazard was reduced. The main thing was good forestry from the economic standpoint. We just saved money by utilizing more of the stumpage which we already owned and paid for. Not only that but we needed the wood for the paper mills.

Fry: Was this still in the depression era?

Hallin: No, this prelogging and relogging was not of the depression era. This is more into the forties.

Thinning

Fry: When your paper mills were running at a good steady schedule. Is prelogging and thinning more feasible under such conditions?

Hallin: Well, whether they are or not, we are doing prelogging today and thinning. Thinning is something else. Thinning is something that needs a lot of development, particularly in the Pacific Northwest. Thinning is something that has not been done by enough companies and we have not done enough of it ourselves yet. There are no real experts in thinning as of today, but we will be because we are learning a lot by doing it. The main thing in thinning is that you are simply taking out the overstocked trees and letting the remaining trees put on better growth and form. You create more dollars per acre by this sort of thing.

Fry: You speak of this needing more development. Do you mean more development in technical operations, or development in research to see for sure that this does produce more dollars?

Hallin: It is probably both because we will thin in different ways. We will do the research ourselves with our own people in our own logging departments. We will watch the results of the thinning. Our professional foresters watch this sort of thing and work with it all the time. We are also doing it with our day-to-day logging people so we are doing it on a large enough scale to measure results. These things take a lot of time. You do a thinning job, say today, and you probably do another one five years from now. Then another one three or five years further down the road. You can see that it takes many years to really learn what you are trying to do--if what you think in theory is really the right thing to do. So take a hundred years down the road and we should know a lot more on the thinning and prelogging values than we know today. I won't be here but the trees will.
[Laughter]

Fry: Maybe you could tell us what you did in the early part of your thinning technique which has since given way to other methods.

Hallin: I don't think I can tell you much about it. Clarence Richen or someone like that could tell you a little more. I don't think that it was significant right at first compared to what they are doing now. They might say, well, we took out just malformed and diseased ones at first, or we took out some of the bigger ones, or smaller ones. They may tell you about some of these techniques but I don't think there is much significance until we have done it for several years.

Tree Farms

Fry: No, it really wouldn't tell much of what happens. When you first went there, I guess they had already started one tree farm that I know about, the one at Pudding River, Oregon.

Hallin: That was not a tree farm as such. That was the cottonwood. I think they planted the cottonwood about the start of the century. It is only a small one and I can't tell you the acreage at the moment.

But to get to technical tree farms. Number one is the Weyerhaeuser farm at Montesano, Washington. Number two is ours at Neah Bay that was started in 1942, or it was certified in 1942. Weyerhaeuser was certified in 1941. There are about 30,000 tree farms in the United States today.

Fry: I would like to know more about what specifically Mr. Denman and Mr. Stamm had to do with these things that we are talking about.

Hallin: Of course they were in charge of it. It was their ideas, you might say, from time to time that pushed it along or promoted the idea. I would say that Ed Stamm was the one really instrumental in doing most of this. He had to have Denman's support in order to go ahead. At first the project looked mostly like expense. It did not look as if it would carry its own weight economically which, I would say, today it does. We are getting enough out of the material that we are thinning and prelogging and so on, that it pays for itself. This was not the case in the beginning. The log markets were not high enough or strong enough to make it worthwhile. We still had to spend the money though to start learning. We wanted to grow as much wood per acre as it is humanly possible.

This is our goal today on a sustained basis. You can be on a sustained basis and really not do anything in the way of prelogging, thinning, relogging and this type of thing. But if you do a good job of that instead of getting X amount of wood per acre, you probably get 2X amount per acre.

Fry: I was astonished when I was told it would cost fifty percent more to do the logging required in thinning than just the normal kind of logging.

Hallin: Yes, it does. You see the pieces are so small you have more pieces to handle, put chokers on and get them out of the woods, more pieces to load onto log trucks, and everything you do. The piece size means cost--in other words, the small pieces mean more cost. The more time you have to handle things to get a thousand feet, the more it costs. Most everything is measured in the thousand board feet. We are going to the cubic pretty well throughout our company but the industry has not gone to it yet. I think we are a few years ahead on cubic; that is where we are going though--weight and cubic.

Fry: This is a reflection of the different utilization too?

Hallin: Yes, it is a better way to measure, we feel, particularly pulp logs. We still have to scale what we call high grade logs for sawmills and plywood plants for volume and grade. A log might be a one, two, or three; in fir, for instance, there are six or eight grades. Every grade takes a different dollar value. It might be a thousand feet of fir but which grade it falls into is whether it is worth \$40 or \$140.

Technical Developments

Fry: There have been a number of stories that I've heard and read about Stamm in the technical end of logging concerning the development of the blade for the tractor. Was this back in the late twenties?

Hallin: Yes. The late twenties and early thirties. I think Ed Stamm is supposed to have done the work on this blade as far as the idea was concerned to develop the bulldozer. I think he probably did more work on it while using it in our own woods operations, and it has gone on and on with improvements until today the bulldozer is the way to build roads in the woods. We also use shovels quite a bit depending on the ground conditions. Actually, we hardly use shovels in Oregon and Washington but we use them quite a bit in British Columbia. But, the bulldozer today is a very modern and useful all-around road building unit.

Fry: It certainly is and I wonder if you know if Stamm had anything to do with the spreading of this idea. Another person told me that Stamm was the first who gave a demonstration for some of the loggers in the redwood regions in California.

Hallin: Well, this could have been. I didn't know that.

Fry: This was before you came out here?

Hallin: Yes. There may have been someone--as a matter of fact, Clarence Richen might remember a little more of the actual background of that. I can't tell you.

Fry: Could you tell me about some of the technical innovations that Stamm promoted?

Hallin: Now the steel spar started when we used to move the "wooden trees" from one location to another. Then some of the equipment companies devised the steel spar which has become more and more perfected over the last ten to fifteen years. It's the type of unit we're using today. We use very few "wooden trees" anymore. Steel spars are quick to take down, set-up and rerig.

Fry: This is the steel spar which is on a truck?

Hallin: Yes. It's a truck unit and it's completely portable. When you want to move it, you take it down by tilting it down probably over the truck cab. Then when you want to get into position you set it back up again. It probably actually sets on the ground because if you put it on tires, you would ruin the tires with the weights you're pulling. They guy lines are automatic. They're on the unit, you just run your guy lines out and tighten them up and you're ready to log. It used to take from four days to a week to rig a tree.

Fry: So this enables you to do more selective logging?

Hallin: Well, not selective so much. It won't change it necessarily that way, but it gives you a chance to move more often and use different settings I would say.

Fry: You don't have to take down all the timber?

Hallin: Yes, you still take it down because that's high lead. You take it all down.

Fry: So this would still be clear cutting?

Hallin: It's clear cutting, yes. Your selective logging comes more with your tractor type of logging.

Fry: And this was where you developed techniques with the tractor?

Hallin: Yes. Of course it's different. There are many sizes of tractors you use for logging in conjunction with clear cut logging or by selective logging. Or you might also bunch some right near the spar tree with a tractor.

Fry: Well, on any of these that I have listed on your outline, do you see something that you particularly know a story about?

Hallin: Well, I'd say that Stamm was instrumental in the bundling of logs in the Columbia River area, which I think we started in about 1947 or '48. We did that to save dead heads or sinkers. When this was done, we also started to handle the scaling of our logs by weight by running them over a scale.

Fry: You really did scale them?

Hallin: Yes, we scaled them and then took the weight conversion factors. We've been doing this ever since. We were probably one of the first to promote weight on logs. Of course you have to develop your conversion factors and all but this was something Ed started in the late forties. It's been very successful.

The self-dumping barges in Canada was Don Denman's original idea, but it was not carried through by Crown Zellerbach. Right after the Second World War, Denman was negotiating to buy three barges from the Everett Ship Yard. For some reason we bid on and got two of them but not the third one. We were going to take those barges and make them into self-dumpers. We had a marine architect in Vancouver, B.C. named J.A. McLaren, he was a brother of our former vice-president and treasurer, Tom McLaren. J.A. McLaren said it would be no problem to make self-dumpers just by putting in sea valves on one side. When you open the sea valve, it will take in water, tip the load to a point that it throws the load and the barge jumps out from under the logs, so to speak. Have you ever seen any pictures of those?

Fry: No, but the way you describe it sounds quite logical. Does it work?

Hallin: Oh, sure, it works perfectly. Well, then J.A. McLaren got cold feet and said the barges we bought weren't strong enough to be made into self-dumpers. He said that when the load would spill, there was such a wracking on the barge he was afraid that the barge wouldn't stand it. So Denman gave up on the idea of converting those. But we did convert the two barges into log hauling barges. Since that time, we still have one of those barges left, I had it surveyed by another architect and he said we could make it a self-dumper if we wanted to. But since the barge is over twenty years old now we decided not to go ahead to convert it.

Hallin: We did some other work on them with the thought of loading logs on the deck and then unloading them with a crane. The Powell River Company, of which Harold Foley was chairman of the board and a good friend of Denman's, asked if they could lease one of the barges for a year to determine the feasibility of going into the barge movement by building self-dumpers. Denman made a deal with them where they could use the barge a year for nothing in return for the information they developed so that should we want to, we could go ahead. This was the arrangement and Denman's last words at the time the contract was made: "Whatever you do, don't lose the barge." Well in the last month, they went out of the top of Juscatta Inlet and into a hundred-mile gale and couldn't get back. They had to cut the tow line and let the barge go with a load of logs. They found it several days later up in Alaska beaten to pieces.

But enough information was developed in the year that the Powell River Company then went ahead with the Burrard Drydock Company to build the first two-self dumpers. These worked very successfully. This was when I was in Canada and I was instrumental in getting approval to build two self-dumpers for Crown Canada and they still have them. Since that time they added one more so they now have three self-dumpers and they are very successful. We have quit building the Davis Raft, which is the cigar type raft for ocean going, because the self-dumpers are so successful. But the idea originated with Don as far as the self-dumping barge was concerned.

Now on the air tong, that was invented by Lou Reese who was one of Ed Stamm's right hand men in the logging area. He lived in Cathlamet. This has been used very widely in the logging industry ever since.

The tandem trailers; that's just been developed very recently by Richen and Howard Peterson, who is our present logging manager. Richen, of course, is our manager of Northwest Timber Operations and he took Stamm's place. The tandem trailers were not handled in Stamm or Denman's time.

Fry: Someone told me that they were tried right after World War II, but at that point the braking system was not well enough developed.

Hallin: It could be, but it never got very far. Now there have been other companies that have used tandem trailers, we aren't the first ones, but we are one of the most recent companies to do it on the west side of the Cascades in Oregon and Washington.

Fry: You mean where the terrain is steeper?

Hallin: Yes, that's right.

Fry: You can get the trucks started, but getting them stopped is another matter.

Hallin: This is one of the problems. They used tandems in Montana, in flat country, but on the west coast the tandems were not used until we did. Now we're hauling off some pretty good sized hills, or slopes, in the Pacific Northwest and it's working very successfully. But this is a relatively recent development put in during the last couple of years.

Fry: This reminds me of something else I was wondering about. I just noticed that Mr. Stamm was a lieutenant in the railroad artillery branch of the U.S. Army during World War I and that he also had among his jobs, in 1934 to 1938, the vice presidency of the Clatsop Railroad. And I wondered if he was able to use this bulldozer which he had developed, and the blade and so forth in any way in building the railroad beds in and out of timber operations, or did he do any of that?

Hallin: Well, oh yes, he ran all the railroads. As far as using the bulldozer, whether it's building railroad grade or truck grade, there isn't any difference, making the bed is all the same. See, we had several railroads at one time, but they kept going out of use. The last railroad we closed down was the Cathlamet one around 1958.

Fry: These were closed down because trucking was there?

Hallin: Yes, because trucking is so much more flexible, you can do so much more. With a railroad you have to handle a very constant grade for you can only get to the top of the mountain by going way around someplace. With trucks you can jump it with pretty steep grades. A railroad is still good in some ways if you have a lot of volume to haul from point to point.

Now there are only two railroads left in the company. One is at Nanaimo, B.C. where we haul twenty-three miles from Nanaimo Lake to salt water. At Bogalusa, Louisiana, we have a train in which we haul pulpwood. I think it's eighty miles from Livingston Parish to Bogalusa.

They are the only two railroads left and are good units. They are handled differently than when railroad logging was first set up where you went out and pushed your railroads out just like you do truck roads. Now we only haul from one point to another.

Fry: And the railroad definitely ends there. This is a permanent arrangement. Did Stamm enjoy working with the railroads?

Hallin: Oh, sure, he enjoyed everything.

Fry: He had a real joie de vivre.

Let's go on to the utilizer then. This is such a good story.

Hallin: All right. I had the original idea (not to take any credit for it except that I started it when I was in Canada) when I was working for Denman. I had Denman's--well, I was going to say, concurrence to go ahead and work on it, and in one way I did--but Denman never really believed in the utilizer.

Fry: Did Stamm?

Hallin: I'd say Stamm never really got into the thing. I don't know that he ever expressed an opinion since I was working for Denman, even after we built the first one, which was after Denman retired. I still didn't feel that it was something Stamm or Denman were wholeheartedly behind. Of course I had to push it even in the face of Denman's opposition, so to speak, because I thought it offered a lot of possibilities. I still do. It has lots of possibilities in developing different ways of handling wood in the woods. In other words, the only other way is to bring the wood out of the woods to your paper mills for sawmills. With the utilizer you take the machine right into the woods and make the chips at that point.

About in the middle fifties when I was in Canada, I had a fellow named Angus Stewart working for me on chips. He was a millwright by training and had a great deal of ability. He could make almost anything with a saw and hammer. First I was going to have a barker-chipper set up on a barge to develop chips in the Gulf Islands for our paper mills in Canada. These chips could have gone to Port Townsend and Port Angeles as well.

Then after fooling around with that for awhile, we went through the gymnastics of how we could put the barker and chipper units on a donkey sled. I don't know if you know what a donkey sled is. The yarders, the big machines in the woods, are set on two big stringers or runners, actually just two big logs. I wanted to set it on that, then we could take it to various places in the woods and it would be fairly solid. Then we carried the thought a little further on where we'd probably put it onto a steel frame, and move it that way. The point was to get those two units, the barker and the chipper close together; making one unit that we could load onto a truck and then haul it. We did quite a bit of work over a period of time this way. Mr. Stewart talked with Nicholson Manufacturing Company about the barker and he talked to Sumner Iron Works about the chipper and he got some ideas from them as to how we could couple the units.

Hallin: Then along in about 1957 or '58, we didn't need any chips for awhile. We were pretty loaded and the paper market as a whole kind of went to pot, so we dropped the idea for the time being. The Nicholson Manufacturing Company then picked it up and went ahead and designed a barker-chipper which was a follow-up to our earlier discussions. Bill Nicholson came down to see me with his idea. I looked at his plans and he had the unit on two forty-foot trailers. I told him I didn't think it would be good enough that it had to be condensed, to say more like being on one forty-foot trailer and then we might possibly have some interest. Otherwise, it was too clumsy. The two forty-foot trailers would be too big, too long and too awkward to handle. So he went back and did some more engineering on it and then came up with what is now Utilizer No. 1. It is built on a trailer and you have to hook a log truck onto the front end to move it. Utilizer No. 2 is on a fully self-contained unit that is mounted on a truck even to the extent that it has a hydraulic loader on the front end which loads its own logs into the unit. This is quite an improvement over No. 1.

It loads, barks, chips and blows the chips into the chip van attached behind it. The chip vans we are hauling are hauled two at a time or singly.

Fry: Now I had understood from someone else, and correct me if I'm wrong--that some of the motivation behind a development like this was to enable to make easier logging, the logging of the small trees and the smaller stands.

Hallin: This improved the utilization of smaller trees. You only have to yard the log a short distance to the utilizer and then make it into chips. In the Pacific Northwest, particularly in the rough terrain, if you have to log it, bring it out to the landing, load it on trucks, take it to the water in rafts, and then take it to the mill, the handling costs, we feel, are higher by quite a bit than to just be able to yard it into this machine at some point in the woods, make the chips and then haul the chips to the paper mills.

Fry: Does this enable you to do the small logging in more places?

Hallin: Yes, it lets us log in some places that we couldn't otherwise. What it's doing is developing logging of small timber in areas of U.S. Forest Service timber sales which have been left to waste in the past. There the machines are very useful. We are also going to develop the real small timber in some areas of our own timber holdings where we are thinning out the stands and taking it out before it's lost to just normal mortality. The machine will help overall utilization of timber throughout the Pacific Northwest if you can get more companies to see the light of day and do it themselves.

Fry: What does this do to relogging?

Hallin: Well, this is the relogging. This is prelogging usually the way we do it and it eliminates relogging. It's either "pre" or "re." You either do it before or after so that in some areas on our own lands we'll do prelogging with this machine. In Forest Service areas we are doing some prelogging. But also there are a lot of Forest Service areas that you have to do it on a relogging basis because the other prime logging would have been done before we got to it.

Fry: I understand one of the first uses of this machine was in the Mt. Hood National Forest.

Hallin: Yes, I think that's the first spot we put it on.

Fry: You were supposed to leave the area in more of a park like terrain and atmosphere--cleaning up all of the little stuff.

Hallin: Yes. This cleans it up all right. This really leaves it in good shape.

Fry: This would also help in fire control.

Hallin: That's right because it doesn't leave the debris on the ground that is normally left when you do a logging job.

Safety and Fire

Fry: Let's see, we have not covered the forest safety practices yet. You had mentioned to me that this was something that Mr. Denman developed.

Hallin: He didn't really develop it. The whole industry has always worked on, as well as other industries, safety. While Denman and Stamm were active they proceeded to push the safety practices and improve them. They have been improved tremendously and even more so since Stamm's retirement, but they were started in his time.

Fry: He said there was some concern about the safety record with the logging crewmen.

Hallin: Oh, it was awful, and there is still room for improvement.

Fry: I wonder if you could just mention one or two of the major points in logging in which the accidents occur.

Hallin: They occur mainly in our yarding and loading and around the rigging, as we call it, and in the falling and bucking. There are probably more accidents with the falling and bucking crew than anyone else. When they are going through the woods, the buckers and fallers go out ahead of any roads or anything else. They pack their tools through the brush. It is either slips or falls, or cuts from the saw or ax. Of course, the logging industry was killing them right and left in the first early years and even up into the forties. I would say that now today it has been pretty well cut down. We still have fatalities but we are in a pretty hazardous industry.

Fry: In safety practices, I'd like to get more from you on specifically what Stamm and Denman had to do with the development of these in the logging.

Hallin: Generally speaking, the woods operations in the Pacific Northwest were very hazardous and the frequency rates were extremely high for many, many years. Then J.D. Zellerbach, chairman of the board of our company, made a pretty strong plea and/or demand from Don Denman and Ed Stamm that we do something about improving safety practices in the woods. As a consequence, while Ed Stamm pretty well did what was done, Mr. Denman concurred with it. We hired what we called safety engineers and put them out in the woods. We didn't hire a safety man to sit in an office some place. They worked with the crews to observe the woods practices and worked out, more or less, the schedules of things to do and not to do insofar as the promotion of safety was concerned.

In other words, there are certain basic things in the woods that you either do or don't do. For instance, you don't stand in the bite of the line in a certain spot where something could go wrong and take your head off with a cable if something breaks. Or, you do not stand under certain rigging--sure people work around it and have to be under it to a certain extent--but there are certain times you do not stand there. By really working on these things, I would say that Ed Stamm was greatly responsible for dropping our accident record and improving our safety record tremendously. Denman and Stamm set the groundwork for this type of work. We've carried it on with our present day people to quite a perfected--well, I wouldn't say perfected because we still have quite a long way to go--but generally speaking I'd say we have a pretty good safety record.

Fry: When you're working on something like this, did Mr. Stamm work with the unions too or don't unions really participate too much?

Hallin: Yes, they do. The unions are very safety conscious. You're working with the unions every day anyway. When you step out of the door you're working with the unions so it isn't a case

Hallin: of going to the union and saying: Do you want to do this, or should we do that. They also have safety people who work with them and many of these things are worked out, you might say, day to day. It really falls on industry to promote it for the most part. The unions can't do it themselves. They can't do very much about it other than make workers conscious of the fact that they are trying to make a safer place in which to work. If workers aren't conscious of safety, they are liable to get killed and there have been lots of fatalities in the woods over the years.

Fry: Well, this way the logging boss was more or less the one on the ground I guess who had the responsibility.

Hallin: This is very right. I expect that's all I can tell you on safety because it's pretty hard to define anything further than that. All you can do is to keep emphasizing the things you should do or shouldn't do.

I think we have as good a safety record as anyone in the paper industry, yet I don't think we could say we were necessarily better than anyone else. I think this is just something that has come along with work and actual practice of trying to improve it.

Fry: But I meant to ask you about Stamm and Denman and all of these things which have been pushed in the company to make your land more closer to being fireproof.

Hallin: Stamm was the big pusher in our company for fire protection equipment in our woods operations and this has developed over the last twenty-five or thirty years. Before that there wasn't much fire equipment in the woods. They just didn't attempt to do much about fire fighting other than have a few pumps here and there. Stamm and Denman were very aggressive in spending money for fire fighting equipment in our woods operations and today we have a great deal of equipment.

Fry: Was any of this done cooperatively with the State Forestry Department or the National Forest Service?

Hallin: Not in the way I'm talking about. It's done all right in that the Forest Service has to do certain things and/or the state, but when it comes right down to it we look on it as protection of our own lands. We can't depend on the State or Forest Service doing much for us. If a fire occurs, we're going to be there and take care of it first.

Fry: Well, when you were first on these lands back in the thirties, who was used for personnel in a fire fighting operation?

Hallin: The whole logging crew.

Fry: You don't import them.

Hallin: We did if we could get them, but if a fire started today, and it looked like it could be quite a fire, you would probably shut everything down to fight the fire. You stop the logging immediately.

Fry: How about fire protection.

Hallin: We have a lookout system.

Fry: And, you've seen this grow quite a bit since the thirties?

Hallin: Oh, this has grown. In Stamm's time it grew considerably and is to the point today where it's quite perfected, you might say though nothing is perfect--but at least with the lookout system and the equipment we have today we're in pretty good shape.

Labor Relations

Fry: Could you give us some picture of the general evolution of the differences in the labor contracts now, and what they were like in the beginning.

Hallin: I will try. We must have started in the thirties with labor contracts and they have changed progressively ever since. It has been to give more and more benefits to the wage earner and also higher wage rates. There have been constant negotiations or battles, or whatever you want to call them. Some years it is a battle like when we took them on in a strike situation in 1963. That was the last strike. Strikes seem to occur every so many years because you aren't going to give the unions the moon, and sometimes that's just about what they ask for. We could sense that we were going to have a strike in 1963 because the union wasn't interested in anything. We changed our offer several times. Their answer was always no, so they weren't really negotiating. They just sat back and since it looked to us like they wanted a strike, we let them have it.

Fry: Now this included all workers in the forest?

Hallin: In the logging, sawmill and plywood--not the paper mills. That's another negotiation that used to be handled by Reed Hunt and now is handled by Nick Boylon, so those are not related.

Fry: I read some interesting annual reports which allude briefly to the difficulties encountered in the fifties when it was difficult even to keep the jobs available.

Hallin: When the unions started it was very difficult because so many companies were dead set against unions, but, of course, the Wagner Act changed that. That was the first one and there have been different acts since--the last one being Taft-Hartley. These have changed things as they have given the laboring class a lot of consideration in labor negotiations--you have to negotiate with them whether you like it or not. It isn't to say you wouldn't, but I think it's made it pretty one-sided on the labor side.

Fry: Do you know, as far back as you knew Denman, what his attitude towards the unions was? Did he feel that this was just undue pressure that was added, that is, would he rather not have had the unions?

Hallin: Oh, sure. He'd rather not have the unions, if it were possible. But then it's just as well that it changed because I think some companies were just as ruthless as the unions. If there could be a fifty-fifty basis a little bit more than there is today, I wouldn't see anything wrong with unions. I never belonged to a union and I wouldn't have any interest in belonging to a union. On the other hand, I think it's a necessary evil to have them. If it was a fifty-fifty break between industry and labor, I think there would be nothing wrong with them--but to have to negotiate, we have to anyway.

Fry: Well, it will always be uneven on one side or the other.

Hallin: Well, it may be a little better than it used to be, but it's still pretty one-sided.

Fry: Do you think that your attitude, that you've just described, pretty well could also be ascribed to Denman?

Hallin: Mine is pretty close to his.

Fry: A necessary evil?

Hallin: Yes. Denman never had the patience to get into actual labor negotiations. He always let Stamm do it in the Pacific Northwest and I did it in Canada after I went up there in 1949. So while both Stamm and I conferred with Denman regarding our strategy as far as Crown was concerned in negotiations, Don never got into them himself. He wanted us to do it. He didn't want anything to do with this.

- Fry: Maybe you could give some differences between the demands and the labor conditions in Canada and in the United States.
- Hallin: There is no difference. Wages, generally speaking, are a little lower in Canada than they have been in the United States, but the demands and ultimate goal are the same.
- Fry: So you and Stamm pretty much had the same things to work with?
- Hallin: Yes, that's right. Same problems, same kind of thinking on the part of the unions. We had about the same thing, but what we might be doing in Canada in a certain year and what they were doing in Washington and Oregon the same year could be quite different. In other words, the demands in both places wouldn't necessarily be the same. They might be asking for one thing in one place and another thing in another, but the mixture could reverse and go the same way so that the objective was the same.

1963 Strike

- Fry: I was going to ask you one more question. I wonder if you could give us some more information about the strike in 1963, and maybe give a picture of how the company does its negotiating, and where the union does have more power from the government.
- Hallin: Yes, well, they got their power through the present day laws-- Wagner Act, Taft-Hartley and Landrum-Griffith. This is getting to be a real big field. While I could give a lot of history and background in labor negotiations both in Canada and the U.S., I don't know whether we've got time enough to go through it.

But to go back, you asked a question about 1963. Six of our companies formed an association and we called it just The Association. It was soon nicknamed the "Big Six" because the companies belonging are Crown Zellerbach, Rayonier, Weyerhaeuser, U.S. Plywood, St. Regis and International Paper. This was the first time that we had ever joined together in the logging, sawmill, and plywood industry with the thought in mind that we would lock out the unions if they struck part of the operations instead of completely striking all six of us. We had been negotiating with the unions since the 24th of April of 1963, as I remember it, and I think the strike occurred June 5th. We could see that it was useless to try to go any farther in the negotiations and the union decided to strike two of us. They went on strike against St. Regis and U.S. Plywood so the other four of us locked out our employees. That brought on an unfair labor practice charge by the National Labor Relations Board. This

Hallin: was then fought in a hearing held in Seattle by a Hearing Commissioner from San Francisco and we were exonerated from the charges just within the last few months after the case was appealed several times. In this case we supposedly built up a fifteen million dollar back wage claim by the unions. This is a very short resume but the case is terribly involved with the appeals and legal maneuvers. This doesn't relate to Denman or Stamm at all because it was after their time.

Fry: Stamm would not have been involved in this at all then?

Hallin: Not after 1957. He retired in 1957 so this was my case.

Fry: Was Stamm a pretty good negotiator?

Hallin: Very good. He was tough and he worked on the real tough cases.

Fry: He would talk to the union bosses?

Hallin: Yes. He didn't take anything from anyone. He was very good.

Fry: Who were the major union figures with whom he dealt?

Hallin: Well, Harvey Nelson, who is still the head of the IWA Union and Earl Hartley of the LSW Union. Those two are still there. They're the two we deal with even today although Harvey is about to retire. I think he will retire after this coming year's negotiations.

Industry Organizations

Fry: As I was reading some of the experiments that the Forest Experiment Station was doing all through the twenties and thirties, I wondered how a corporation like Crown Zellerbach used some of the results of such things as growth studies. Do you use almost entirely your research?

Hallin: We do quite a bit of growth study work right now. It was started, probably in Stamm's time, and it's been carried on more intensively since.

Then we do a lot on an industry basis as in genetics. We don't try to do genetics ourselves as Crown Zellerbach. We go into genetics with the Industrial Forestry Association where we get a number of companies going into a project like that because of the long range nature of it.

Fry: That's your Nisqually operation?

Hallin: That's a part of it, yes.

Fry: Is there more than one generation of people in that?

Hallin: Yes, it takes too long a time for any one of our companies to take this on and spend much time at it. We do it as an industry job instead of Crown Zellerbach trying to solve this problem alone.

Fry: Didn't Stamm play a significant role in the Industrial Forestry Association?

Hallin: Of course.

Fry: In setting up the tree farms and the industry wide tree nursery?

Hallin: Well, from our standpoint, yes, although Stamm couldn't do any more than anybody else did.

Fry: According to my notes he just happened to be the first chairman of the Tree Farm program of the West Coast.

Hallin: I didn't realize that.

Fry: Well, I don't know where I picked this up. I just wondered if you knew just exactly what he did. Did this involve a lot of stumping the state for support and things like this?

Hallin: No, I don't think so. I think the AFPI, the American Forest Products Industry, was formed primarily by the pulp and paper companies; and AFPI is the organization today more or less backing up or promoting the tree-farm movement.

Fry: So really there were two tree farm movements. This early one the AFPI started in 1941 and then the IFA in about 1953.

Hallin: No, it's all the same.

Fry: It's the same?

Hallin: Well, when you talk about IFA, are you talking about the Nisqually nursery?

Fry: Well, I was talking about the formation of the Industrial Forestry Association, which evolved from the Forest Conservation Committee of the Pacific Northwest Forest Industries.

- Hallin: Well, that could be but there is only one tree farm movement so to speak.
- Fry: Oh, there is?
- Hallin: It was started by AFPI, and this other, IFA, is just a Pacific Northwest (Oregon and Washington) organization which was formed--I don't remember just when it was formed, but you probably have it there. But there are not two tree farm programs.
- Fry: Well, it might be a good idea then to proceed with Stamm's role in this. Would Richen know very much about this?
- Hallin: Yes. He'd know more because he was Ed Stamm's right hand man for years. Clarence could give it to you really much better than I can because he was there.
- Fry: When you have industry-wide problems like right-of-way agreements, for instance, up in the Pacific Northwest, particularly where there are a lot of lands that are adjacent to each other belonging to different companies, I wonder if things like this are ever handled through some of these trade organizations.
- Hallin: No, never. We don't want them in there. These are our own dealings with the next fellow. The trade association couldn't do anything for us on that.
- Fry: How about the Pacific Logging Association? I know that you're very active in one of them now.
- Hallin: The Pacific Logging Congress.
- Fry: This is a place I understand where you do exchange ideas especially on technology.
- Hallin: That's right.
- Fry: I wondered if you might exchange ideas on land management problems there?
- Hallin: No. We might talk about it, but really no.
- Fry: You wouldn't say: Here's a good agreement that Weyerhaeuser and Crown have worked out and we recommend it for other companies?
- Hallin: We would never talk to anybody--that is something we won't do. We make agreements of that kind and they're never known to anyone else. Someone might run across a recording of a document in one of the various counties, but otherwise the information is private and is not discussed at association meetings.

Fry: Do the associations really share information on anything else except maybe the technical?

Hallin: Different associations operate for different purposes. The associations aren't all doing the same things. Some problems lend themselves naturally to associations and others are individual company problems and they should stay that way.

Government Policy

Fry: Let's have something on the whole picture of the timber industries and the development of forestry in the United States and maybe you could add some comments on Canada too.

Hallin: Denman was directly responsible for the forest policy and the forestry operations in Canada, as well as the United States, for many years. Stamm really never had anything to do with Canadian operations other than going up there a few times on a consulting basis.

Article X

Fry: Why don't I just start you off on some specifics and then you can branch out from them.

I was thinking for instance in the United States of the Article X. Now this occurred just as you really got into managing timber on a large scale for Crown, about 1933. You may remember it--it was part of the National Industrial Recovery Act which was declared unconstitutional a couple of years later. But this gave rise to a lot of voluntary effort on the part of some forestry organizations and timber owners to do something about regulating and cutting and so forth, themselves. Were you at all aware of Stamm's and Denman's efforts in this? For instance, the West Coast Lumbermen's Association, I think was quite active, after Article X was declared unconstitutional, in trying to establish some sort of self-regulations for sustained production of forestry sources.

Hallin: No, I wasn't too familiar with that but Clarence Richen might remember this. Although he was younger, he might remember this a little more because in his teachings at school and his forestry courses at Oregon State this might have been brought out a little more to him. I would say that I think Denman's and Stamm's thinking

Hallin: all the way along as forest practices are concerned would be to keep our lands on a sustained yield basis. In other words we policed ourselves by just saying--we're going to run out of land, use it to the best advantage forestry-wise and don't overcut the lands. Because if you overcut and do it for many years, you can spoil the forest that you have. Both Denman and Stamm were instrumental in putting our lands on this basis and I think other companies followed in our path in this regard.

Fry: Now what about Stamm's efforts to make this more of an industry-wide practice?

Hallin: There again, I would refer you to Richen to see what he might say regarding how instrumental Stamm was in working with others. I think this was an industry effort and maybe not necessarily just Stamm.

Fry: There did seem to be some organized effort at the time?

Hallin: I think there were organizations, as there are now and always will be to make some concerted effort by industry to do certain things. It isn't a one man show.

Fry: Just before World War II there was the Oregon Forest Conservation Act of 1941. This is Oregon's Forest Practice Act and I think it was about the first one that really had teeth in it. Are you familiar with any of Crown or Denman's activities?

Hallin: No, and here again, I would refer you to Richen on that one.

Fry: And the state of Washington also had one in 1945.

Hallin: Yes, both states, and again I refer you to Richen on both of those because he would be more familiar with it. I know that both states have these requirements, but as far as the details or what activity we had in working with it, or towards it, I can't tell you.

Fry: There's a long list of organizations that Mr. Stamm was involved in--I'm particularly interested in the trade organizations. I am wondering if there are any of these that you would like to comment on especially, that you think he might have himself been more interested in.

He was interested in the Industrial Forestry Association and also Western Forestry and Conservation Association. He was also president of Pacific Logging Congress one year. He was president of the American Forestry Association at the time he passed away. I believe he was made an honorary member of the Society of American

Hallin: Foresters even though he was not a graduate forester. And this LIRC; that's a labor relations thing which is no longer in existence. Mr. Stamm was active in the labor relations work for Crown Zellerbach in the Washington-Oregon area in so far as it pertained to logging, sawmill and plywoods. I took this work over from Ed. I was doing the same thing in British Columbia when Stamm was doing it in Oregon and Washington through LIRC.

Fry: What were the major challenges in that at the time he was industry representative.

Hallin: He was the company representative.

Fry: When was this?

Hallin: He was active in this when the union started in 1933-34-35 along in there. He was doing this until 1957 when he retired. I took over in 1957 and do this today as far as handling the major labor problems are concerned for Oregon and Washington.

Fry: Do you know how Stamm and Denman worked with the Oregon State Department of Forestry?

Hallin: Well, really that was all Stamm. Anything done was done by him.

Fry: Was this primarily in fire protection and detection?

Hallin: Yes, I would say so. Here again Richen can fill you in more than I can on the details because he's been in that work himself. He was the chief forester of the corporation at one time. During some of the time you're talking about I was in Gray's Harbor, Washington, and at other times I was in Seattle or Vancouver, B.C. so some of the things going on in Oregon, I probably wasn't even aware of. So you are in the period here where I didn't have the contact.

Fry: Well, do you know very much about their contact with the Forest Service? It would be very interesting to know how Stamm felt about things such as the work of the experiment station under Thornton Munger.

Hallin: Well, again I'd refer you to Richen because I couldn't tell you.

Fry: How about Denman?

Hallin: This was Stamm. I would say Mr. Denman wouldn't have cared less for the details on this.

Lieu-Land Act

- Fry: I have some questions about the relationship of government policy of land ownership to industry, and I thought maybe you would know how Denman felt about some of this. For instance in the thirties we'd come a long way in our attitudes, here and there were quite a few industry men who felt that the government at that time should buy up more forest land for lease and so forth. And this has been a division of opinion ever since and I wondered how Denman felt about this.
- Hallin: He was against the government buying any land and I'm sure that Stamm was and I would say that I am too. I think most people are against the government buying land. I'm very surprised that you'd find any industry people today suggesting that the government buy more land because they are so land loaded now, why should they buy any more? I think that private industry will do a better job with land than the Forest Service will so we are against government acquisition of land.
- Fry: Did Denman ever say anything to you that would give you an idea of his feeling toward the lieu land exchanges?
- Hallin: You mean that if the government took land from private individuals or private companies that they should exchange other land for it?
- Fry: Yes.
- Hallin: He and Stamm felt the same way that I do. We think there is only one way to do it. If they are going to take land, they should give up some of the land they already hold. This is the battle that's going on right today in various places. When they take land from us, we want land in exchange. Now they're talking about the Sand Dunes National Park up at Lake Tahkenitch, Oregon and Siltcoos Lake, Oregon. They are trying to put this park together and it will take 1500 or 2000 acres. What we want is the equivalent value in other land someplace that's contiguous to forest lands that we now have. Other companies have the same attitude.
- Fry: Do you remember the stumps for stumpage program in the forest service? I think this was in the forties and the late thirties; and in "stumps for stumpage" I think that the Forest Service would buy cutover land from timber operators and in return for the land give them the equivalent value in stumpage from the national forests. I wondered if you had ever heard Mr. Denman speak of this?

Hallin: No, but I would say he would be in favor of this. In fact we sold some lands to the Forest Service on this basis. We sold them some land in the Portland area and we got timber in exchange for it which is what you were talking about.

Fry: Yes. What about things like insect infestation and plant diseases? Were you ever in a position to cooperate with the Forest Service in things like this?

Hallin: Sure, we would cooperate with the Forest Service or state agencies.

Fry: Would Stamm or Denman have had anything to do with that?

Hallin: Stamm.

Fry: That would be Stamm?

Hallin: Oh, yes, we've done a lot of that type of work.

Fry: Could you describe Denman's or Stamm's--I thought maybe Denman would have this more under his bailiwick--attitude toward the Copeland Report.* It was called the National Plan for American Forestry. This was the writeup that contained the big push for taking over more forest and either putting it more under government control or instituting federal or state control cutting in private lands.

Hallin: I just can't recall what Denman might have said.

Fry: This was the report that contained that policy that during the forties was so controversial in Washington.

Hallin: I can't recall it--my comment here again is to ask Clarence Richen.

*Copeland "A National Plan for American Forestry." Letter from the Secretary of Agriculture. S. Res. 175, March 13, 1933, U.S. Government Printing Office, Washington, 1933.

Industry Leaders

- Fry: Would you be able to tell me anything about how either Stamm or Denman got along with some of the leading figures--other leading figures in forestry in the Pacific Northwest.
- Hallin: Denman and Stamm, both of them, were probably the two most highly regarded timber people in the country, Denman in a little different way probably than Stamm. Stamm got into more of the detail and technical areas. Denman, as a timber man, was regarded the highest of anyone I know of in the timber industry. Denman and Stamm worked very well and closely with heads of the industry throughout the United States. There was no question about their ability to work with other people. They had excellent cooperation from the Forest Service, state agencies and private industry.
- Fry: Was there anybody in this Big Six--who was the head of one of these companies that I should particularly ask about.
- Hallin: No. No one is left that Denman and Stamm really worked with.
- Fry: Well, maybe some that Richen might know about.
- Hallin: Well, in what way do you mean or rather, what are you trying to accomplish?
- Fry: What I want to find out is how the heads of industry work together.
- Hallin: Oh. We get to know each other through working on similar problems and belonging to industry organizations. We deal with each other more or less day to day buying and selling logs, or buying and selling timber, or working in various associations or seeing them socially.
- Fry: Well, it might be quite interesting to get an idea of which other companies had more or less the same ideas on forestry as Denman did.
- Hallin: Well, that would be pretty hard to say. Someone might agree with Denman and have a little different idea on some of the technical forestry ideas or in purchasing timber Denman might have one idea and somebody else might feel differently.
- Fry: Yes, well, I had in mind especially the development of forestry and sustained yield.

Hallin: Well, I think generally speaking, the whole industry today is going along that same line. Only major companies are surviving now. You mean earlier? Well, I'm trying to think. A lot of people are gone today that they worked with. Take in Weyerhaeuser--now you have George Weyerhaeuser and he's just a youngster in comparison. He wasn't even in the picture then. The Weyerhaeuser man years back was Minot Davis. He was such a character--he was impossible to work with.

Fry: For heavens sakes--you mean just obstreperous?

Hallin: Yes. Deman made this comment to Ingram who was, I think, executive vice-president of Weyerhaeuser at that time. He had to go to Ingram to get some things out of "stuck" positions to even deal with Weyerhaeuser because Davis was just totally impossible. Now the Weyerhaeuser people didn't think so--they thought he was just fine. But he was a long way from "fine." It wasn't just because we didn't like him, everybody in the industry knew about him and what a character he was. But that doesn't say that we couldn't or wouldn't work with Weyerhaeuser because we did. But I would say that we have worked much closer with Weyerhaeuser in the last several years than we used to when Davis was in there.

Fry: Because it's easier now?

Hallin: Yes, because everything had to be for Weyerhaeuser only. It was all for Weyerhaeuser or they didn't play ball. They took their marbles and went home.

Fry: That was when you first started buying wood chips from Weyerhaeuser?

Hallin: We bought a small amount of wood chips from them. We used to buy logs from them and some timber and also used to get some right-of-ways from them. Right-of-ways was the main problem.

Fry: Oh, I see.

Hallin: It didn't really have anything to do as far as forestry was concerned. It's just a case of necessity of being able to operate as neighbors. We owned a section, and they owned a section, and we owned one, and they owned one; and we just had to get across theirs and they had to cross ours. They were just impossible. Today we have the best arrangement with Weyerhaeuser than any company in a right-of-way exchange agreement in two different locations--one in Oregon and one in Washington that just works perfectly. It couldn't be better.

Hallin: This was proposed by Dave Weyerhaeuser to me when I first took over, after coming down from Canada, at the time that Stamm retired. And then it was later carried on. I went to George Weyerhaeuser (Dave Weyerhaeuser had retired early and he had started this with me), and told George that we would carry on and make this kind of an agreement with them, provided they would be willing to make it a fifty-fifty proposition on a give and take basis and be reasonable. I told George that at that time they were critical of Crown, and particularly Ed Stamm, they said he was impossible to deal with. In fact, George had made this comment to Reed Hunt and I wanted him to know that the impossible part to deal with came from the Weyerhaeuser side when Davis was there. I said if you want to do things on a give and take basis, live and let live, he wouldn't find anyone easier to work with than us. We went ahead and concluded the agreement and have made several revisions but as far as I'm concerned, we can work with Weyerhaeuser today as well or better than any company.

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Howard Peterson

LOGGING TECHNOLOGY IN NORTHWEST TIMBER OPERATIONS FROM 1933

An Interview Conducted by
Amelia R. Fry
in January 1966

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INTRODUCTION

Howard W. Peterson, a logging manager in 1966 when he was interviewed, started working for Crown Zellerbach as a common laborer in 1933. Born in 1914, Peterson grew up in Cathlamet, Washington, and attended the University of Washington until financial pressures forced him to leave in 1933. Peterson took a series of short-term rigging and railroading jobs with several Northwest timber companies, eventually settling with Crown Zellerbach in 1936. From 1936 to 1953 he progressed from a rigger, to a dispatcher, to a woods foreman, to assistant superintendent in the Cathlamet operations. Crown Zellerbach promoted Peterson to logging superintendent of the Clackamas Tree Farm in 1953; he worked there until 1958, when he went to supervise logging at the Clatsop Tree Farm. In 1960 Peterson became assistant to the logging manager of Northwest operations in Portland, Oregon.

Because of the extensive range of his work for Crown Zellerbach, Peterson offered insights on many aspects of logging operations in his oral history. He describes from personal experience life in logging camps during the 1930s, recalling vividly the competition between logging crews. Peterson saw technological innovations transform logging, and tells the history of the bulldozer, steel spar, and tandem trailer. He was especially involved with the development of new methods of road building and comments on the highway safety programs and intra-industry cooperation that accompanied increased construction of private logging roads.

Amelia Fry of the Regional Oral History Office interviewed Howard Peterson in Portland during January 1966. Peterson reviewed the transcript of his interview, which Fry edited in 1967.

Catherine M. Scholten
Editor

3 July 1979
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Early Life and First Employment

Fry: When and where were you born?

Peterson: I was born in Portland, Oregon, in 1914.

Fry: Did you attend school in the Portland school system?

Peterson: No. I went through the schools at Cathlamet, Washington, and a year and a half to the University of Washington.

Fry: So your family moved to Cathlamet when you were very young?

Peterson: I was only about three or four years old, I think, when we moved to Cathlamet.

Fry: And I'd like to get kind of a line on your interests as they developed in your childhood.

Peterson: Well, I was raised on a farm in Cathlamet. My father worked on different construction jobs. In those days, the Swedish people followed that type of work, construction work, you know, and built railroads and so on; and that's how my father started working for Crown.

Growing up in a farming community, we developed quite an athletic team in that small community, and we got a lot of publicity. Most of those fellows were chosen and got jobs as ball players at different universities; we used to go to school to play football. I got hurt, I guess it was in my sophomore year at college. The university wanted me to stay out of football and go back to school, and they got me a job.

I had really planned on going into coaching. Of course, that usually follows when you're interested in something like this. I was also interested in engineering, but with the depression and one thing or another, I never did finish school.

- Peterson: I started working for Crown Zellerbach in 1933--it was Crown Willamette at that time. I had various jobs in the woods. Naturally, you're interested in trying to better yourself all the time; I got a lot of good breaks by being in the right place at the right time.
- Fry: Yes, your biographical data sheet here shows that you just went right on up. I'm kind of intrigued too, seeing that you had various rigging and railroading jobs with other firms like Weyerhaeuser, Deep River Timber Company, and Long Bell Lumber Company. These were probably short term jobs around this same period. Were you in college at the time you held down these jobs?
- Peterson: Well, there were times when there were labor disputes and there were times when logging operations in those days were shut down during bad weather and things of this nature, so naturally you weren't going to sit around--at least, you weren't able to collect employment insurance in those days. So you were out looking for a job. There was a certain amount of challenge too, to see if you could get a job some place else.
- Fry: Yes, you seemed to be one of the lucky ones to get these jobs when they were available.

Joins Crown Zellerbach

- Peterson: I was working for Weyerhaeuser when I got married. Actually, I was supposed to go back there the weekend after I was married, but I decided not to. I quit. I went back to Crown the next week. But that was typical I think in that time (that is, to change jobs or employers).
- Fry: Why did you decide not to go back?
- Peterson: Well, I figured I had a better opportunity with Crown, and if I'd stayed with Weyerhaeuser, I'd have had to stay eighty miles up in the woods.
- Fry: That wouldn't have been much of a marriage, would it?
- Peterson: It didn't take long to make up my mind not to go that far back.
- Fry: So when you started in working for Crown, were you in a logging camp?

Peterson: The first time I worked for Crown, I worked--I guess it was-- on a contract job to move some yardage material where Crown Willamette was building a mill. Mr. Stamm hired me; it was during the winter. So that was just about thirty-three years ago today.

Fry: Yes, this was 1933.

Peterson: And this was a case where the machinery couldn't move the dirt to put the building up. My dad had a crew of men that were doing station work, so Mr. Stamm wanted him to go down there and take the contract to move all this dirt by hand. We moved it in wheelbarrows and shovels for so much a yard; and we worked from as soon as it was daylight in the morning, after we got the chores done at home on the ranch, until it got dark at night. Then we came back and did the chores at home again.

This is going back into history, of course. You tell these stories to the children, and they say, well, tell us about the "good old days," Dad. Actually, then I went to work on the railroad as a section hand.

Fry: This was your first time?

Peterson: Yes, this was before I was out of school.

Fry: And this was the first time you had met Mr. Stamm?

Peterson: Oh no, I'd known him before in Cathlamet about 1928. I was going to school there, and he was a school director; and his boys were four or five years younger than I was, I guess. It was a small community, you know; everybody knew everybody else eventually, and this is where I first got acquainted with Mr. Stamm. I worked for him for a good many years after that, until he retired, in one capacity or another.

Fry: Could you give us a line on what you thought of him at that time, and how he was looked on, in the community?

Peterson: I would say that he was a very well respected man in the community and his wife was a wonderful person too. He commanded a lot of respect because he became active in the community affairs. Like I say, he was school director, and he became a county commissioner until his job took too much of his time. Then he was director of a bank; he had become involved in a bank at that time. His work began to take him away from the community a lot; he wasn't there so much, but his family, his boys and his wife, were still active in the church and school, and any community project that there was.

Fry: Which church was this?

Peterson: Well, it was the community church at Cathlamet. In fact, that was the only church they had, other than the Catholic church. But he was always a very aggressive individual, and I think he stimulated a lot of people to maybe use him as an idol, because of the fact that he was a strong man physically, mentally, and morally, and everything. He didn't seem to fear anything.

Life Among the Loggers

Peterson: At that time, Stamm was involved with every phase of the operation. It was a little different setup in those days than it is today. Logging then was just a matter of getting logs out. Logging division did not know the reason why, or where they were going, or anything else. It was a matter to see if you could beat the other side, or the other camp, getting more logs out. It was a very, very competitive sort of an industry, I think, individually and in groups.

Fry: You mean within your own logging crew?

Peterson: Within your own logging crews. Some of the stories that were told about loggers made them want to believe themselves to be this way, I think, whether the stories were true or not; and it wasn't always for their best interests. Of course, very, very few loggers in those days were family men because of the poor transportation. The railroad wasn't very fast transportation, and logging sites kept getting further and further back into the woods, and they just couldn't haul crews fast enough.

I was at Long Bell one time when they tried to haul crews from Ryderwood for forty or fifty miles out in the woods, and we tried to go faster and faster and we tipped the engine over twice, hauling the crew out there. So they finally gave up and started building camps closer to the operations, and then you would only travel maybe four or five miles. The camp was built on wheels and they'd just keep moving it following the work.

Fry: In this competition you speak of, could you describe what form it took in the logging operations?

Peterson: Well, one of the things first of all: in the falling and bucking of timber, it was done on what they called the bushel basis. They got paid so much per unit, or so much per thousand;

Peterson: and naturally this stimulated a lot of incentive for these fellows, and they would use all hand tools, but you would see these fellows as soon as it was daylight start in with a saw, and they sometimes wouldn't even stop for lunch. You'd see them with a sandwich in one hand and a saw in the other.

They would work this way right up to the time that transportation would come along to pick them up or they'd have time to walk out to catch the transportation. In the rigging there was always this competition between hook tenders, who are the foremen of each logging site, to come in at night and brag about how many more logs he got than the other side did.

Now along with this, practically every hook tender had his own crew. If you were working in a crew and most of them left and a new hook tender came along, you might just as well figure that you'd better pack your bag and get out too, because he was going to bring in his team, you might say, just like a coach would bring in all his players.

In those days, there was always one in the crew who they called the bull choker setter, and he was the one who set the pace and they got a dollar more a day. If you went into a new crew, if you had any experience, you could soon tell who was the bull choker setter. And it was always your desire to beat him to the choker, because you knew that if you beat him often enough during the day, you'd either get his job or you could go talk to whoever was responsible for running the camp and say you wanted a dollar more a day. If they said no, you usually quit.

But most of the time if you had proven yourself, you'd get the dollar more a day or four bits more a day, whatever it would be. And this wasn't the best situation because maybe this next fellow would get bumped down and may even lose his job over it. This was typical. And of course, it went right on to the point where they had to see who was the best man when it came to scrapping and fighting. This got exaggerated too, you know.

Fry: In the stories.

Peterson: In the stories they told. And these fellows began to believe what was written about them. It didn't help the situation too much. This of course was before there were any unions organized.

Fry: You're talking about the early thirties?

Peterson: Yes. It was all right to a degree, but of course it was abused from one standpoint. I think that the employer was as much to blame in the abuse of this. There is nothing wrong if a man figures that he's better, good enough to have more money, that he can't go and do his own negotiating. But this got out of line completely.

There got to be too much favoritism shown and the union became an unnecessary evil really in the whole picture. There's one thing I think that you have to say for Crown Zellerbach: that they treated their people much better than Longbell, or Weyerhaeuser, or--who's the other one across the river--Clark and Wilson.

Camp Facilities

Fry: In what way did they treat their people better?

Peterson: Well, they had better facilities for people to live. Clark and Wilson camp--they used to call it the hog ranch. There wasn't a sidewalk around any of the bunk houses. There was mud around, there wasn't any hot water, and there weren't any lights around the place. These people were getting up in the dark with nothing but lanterns.

Crown--and I think that you have to give Mr. Stamm a lot of credit in this--had enough respect for the men to see that Crown Zellerbach camps had the best living conditions of any in the industry. I might be partial in this respect, but I had a chance to observe this and listen to a lot of people who have spent their lives in this business.

Other people were envious of Crown Zellerbach employees. Just like we talked about this headquarters camp when it first developed--they had some of the family camps, at other operations at other companies, of tar paper and shake buildings and nothing developed around them. Whereas at headquarters camp, they had competitive spirit amongst the families who could have the best-looking yard and the nicest flower garden, and things of this nature.

It was a lot better atmosphere. Of course, when you have this many houses close together, and the people live next door together and they work together, it isn't always the best atmosphere either.

Fry: Yes. It's a very unpleasant situation for over a long period of time.

Peterson: In those days there was no electric power at headquarters camp, and power was generated by a diesel engine at the machine shop. The lights would turn off at ten o'clock at night, and they would come on again at four o'clock in the morning. But your lights were furnished free of charge and you had no water charge, no garbage disposal problem. They had a truck that came around and took care of the garbage, and the wood was furnished. There was a woodshed because everybody used wood for the cook stoves and heaters.

Most of these were three-room houses, the utility type of hardwood. They had a living room and a kitchen and a bedroom and a bathroom. And these houses rented for about \$12.50 a month, I think; \$11.50 a month was the price for the three-room, and then they had a two-bedroom home that rented for about fifteen dollars, and this included your lights, water and fuel.

Besides that, they were kept up. They had carpenters around there to maintain the buildings, so there was actually no out-of-pocket expense for the people who lived there. This was quite an attraction to get good people too.

First Relogging

Fry: This was rather unique then among the big lumber companies.

Peterson: Another thing, referring back to Mr. Stamm and the gentlemen managing the timber department: they looked towards acquiring lands that were maybe cut over lands. They weren't quite as lucrative as some of the areas the other big timber people were buying, but by buying these logged over lands at least they were closer to civilization.

They had a long-range look, for someday this country was going to grow timber again and the camp would be close to metropolitan areas, you might say, while the others were moving further and further back. So this I think was a very good idea.

Fry: For getting people in the logging crew.

Peterson: Right.

Fry: When they first acquired cut over lands, did they do quite a bit of work on them, relogging?

Peterson: No, not at this time. They may have cut some of these, but there was no market for some of this material, although later as the markets changed some of these lands were salvaged and relogged. Where we're operating now in some of the thirty year old stands, timber is being cut on land that was logged when I first went to work for the company. It's hard to realize but in the long-range picture, this land is going to be a benefit to us because we don't have this long transportation problem for either people or material.

Fry: You worked around Cathlamet for quite a while?

Peterson: Until 1953.

Fry: And in 1953, where did you go?

Peterson: I went to Molalla to the Clackamas Tree Farm, as the logging superintendent, and I was there until 1958. Then I went to the Clatsop Tree Farm the first of 1958. Then in 1960, I came to Portland to be an assistant to Mr. Nichols who was the logging manager.

Fry: What were your duties there on the Clackamas Tree Farm?

Peterson: I was the logging superintendent.

Fry: Before that period, were your duties primarily in the logging engineering field?

Peterson: Well, I worked on the rigging and with the engineers, and of course at that time a person was looking for the highest paid job. He could be a hook tender which was the highest paid job in the woods. Also, at that time, braking on these disconnected trucks was a very hazardous job but wages were high, and because of the great amount of time you'd work, your income was good.

From there, I went to dispatching, which was sort of a combination responsibility in expediting the materials and supplies for the woods and coordinating that program along with the woods foreman. I then became woods foreman and assistant superintendent.

Technical Developments

Fry: One of the things that I'm interested in is the various equipment that was used right at this period as the tractor was just beginning to come into use (and I think the bulldozer blade also began around this period in some of the larger companies). I thought that since you had worked on a number of them, you could tell me about new developments in equipment and in the technical end of logging.

Bulldozers

Peterson: At this time, there was a considerable amount of cable logging. Tractors hadn't come into logging, and the first tractors that were used in that area were without bulldozer blades, naturally, and they had no drum units on them. The logs were attached directly to a draw bar and dragged on the ground, and with the development of various attachments for tractors they became more efficient in the operation.

The first bulldozer blade that was ever mounted on a tractor, that I can recall, was mounted on the rear end of a tractor; and it was operated hydraulically which was very inefficient from a standpoint that hydraulic hoses and equipment and pumps were not adequate to do this job.

The manufacturers and owners thought that with the 'dozer mounted on the rear of the tractor, it would be much easier for the operator to watch the blade to do a job of grading. But it was also a detriment from the standpoint of the poor operator with a stiff neck at the end of the day, plus the fact that with the bulldozer that close to the tractor, he could not really grade as smooth a grade as he could when it was mounted on the front end.

Fry: Yes. I think that Mr. Miller said that this was the first kind that Mr. Stamm wanted to try.

Road Construction Work

Peterson: Mr. Stamm was quite a promoter in the development of the bulldozer. In fact, he was the one that got them to actually change the blade to put it on the front. They had the one developed for the back and he was instrumental in changing it to the front. Well, I think it was LaPlant Chut, the name of this operation; later, LeTourneau I think purchased the interest. LaPlant Chut were the ones that built the first front blade.

This was developed with a cable drum unit, with a power takeoff drum on the front of the tractor that controlled the blade then, rather than hydraulics, because hydraulics weren't developed to the point they are now. Like I say, they never had the hoses and piping and valves to hold the terrific pressure it took, and it was too slow, it wouldn't activate fast enough.

The only advantage was that they could put down pressure on the blade to dig, but after better engineering and one thing and another, they built the blade so that it would automatically dig into the ground by the shearing effect. Of course, this had to be done with more power in the tractor too. All of these things developed rather slowly. Well, you can't say slowly either. It seemed probably slow to us at that time, and now they've gone around the cycle and they're back to hydraulic controls on the tractors.

Fry: But now the hydraulic controls are not quite as difficult to arrange, I guess.

Peterson: Well, they're much more efficient. They have better equipment to be used in handling the high pressures in the hydraulic equipment, better pumps.

Fry: I understood from Mr. Miller that a great deal of work and experimentation was done by Mr. Stamm and his department when they were working with getting the blade designed so that it would have its own "down-pressure."

Peterson: This is right. He did a lot of experimenting with it. I know there are some pictures that we have of the really early bulldozer blades.

Fry: I'd like to have some of those.

Peterson: I know there are some because I was looking for some old pictures here not long ago. There are some real old ones with the real early bulldozer blades. I don't recall any of the rear-mounted 'dozer blades, but I know that their very earliest front-mounted ones are available, maybe in Jack Brown's office.

And then of course, there were a lot of things that developed on the blade as it went on or as it was used out in the field, for instance, automatically adjusting the blades for angles, and so on. There were various types of blades made. There were angle blades and "U" blades and straight blades. The early blades were just rigid, and if you were digging on a side hill that's the way you kept the ground. You couldn't turn the blade over to start getting a level road on the edge of a hill. Through ingenuity they used a lot of ideas. They'd lay a chunk of something to lift the tractor up; but then of course they did start developing cable winches for the rear of the 'dozer for logging, and the arch came into use in the middle twenties, I imagine, or late twenties.

Fry: This was primarily used in transporting logs?

Peterson: Yes. It gave them the opportunity to reach out with the lines and pull the logs to the tractor road rather than getting the tractor stuck off at the side of the road.

The other benefit it gave the tractor was that if it did get stuck, it didn't need another tractor to help it get out again. It could winch itself out of a place where it got mired down in the soft places.

Fry: When you were working around in these other companies, do you remember what equipment they might have been trying out, or was that so deep in the depression that there wasn't much--

Peterson: Well, they were using a lot of steam shovels. At this time, there were very few internal combustion engines for power. They had "horses" (four-legged pulling sleds) to haul the wood, and the grease, and the supplies; and sometimes if they had advanced enough to where they had an oil-burning steam shovel, this meant hauling all this fuel out to the machine. Otherwise they used wood to generate steam to operate the shovel.

Now these units were very slow in building road, naturally, because they just picked up every mouthful of dirt and laid it off to the side. Then they had mats that they used, heavy wooden mats that they would use to travel on to keep from miring

Peterson: down in the soft ground. This was pretty typical of all the road building. There were no trucks. There were some horses they used with scrapers at that time prior to the bulldozer.

Fry: And the road building you're speaking of was railroad bed.

Peterson: All railroad. Another thing about railroad: it had to be built on a very even easy grade because they could never negotiate the grade that they do with auto trucks or log trucks today.

Fry: This made the roads even more difficult to build?

Peterson: The only reason they weren't much more difficult to build is that they were in much more favorable terrain than they are today. They were all well engineered to hold an even grade. If they came to a part of the country where they couldn't negotiate it with a steady, railroad grade, they would build an incline and use steam donkeys (winches) to pull the equipment and railroad cars and locomotives up on the next bench, and then they'd develop another railroad system on that area.

Of course, labor was a lot less expensive in those days, and they did use a terrific amount of labor for this kind of work; and there were men using wheelbarrows and steel, what they called, little iron mules (narrow-gauge railroad cars, like our cars).

If they were going to put a large cut through a mountainside, they would start tunneling into it to build this railroad. They would do what they call daylighting: dig a hole down through the top, run these little cars in there, and they'd start digging down from the top, heaving it into these little cars. They'd take the cars out by hand and dump them over the side of the mountain. There are some of the early railroad large cuts in the railroad building, in Camp Lambert even, that were built this way.

Fry: And that's the way they dug for the cut, one process at a time. Do you connect this especially with the Norwegians?

Peterson: Yes, there were a lot of Swedish, Finnish, and Scandinavian people that did this type of work. That is, in the Northwest. You could go to some areas on some of the main line railroads, and you may find a big crew of Italians. Usually they were people of a specific nationality that worked together at this kind of work for some reason or other. This was the kind of job I guess they could probably find easier in this country, coming over here and not able to speak the language. They had friends that were already in this work and who would in turn hire them and their relatives.

Fry: Did you notice any difference in the way that some things were accomplished by the Italians, as contrasted with the Scandinavians?

Peterson: Well, the Italians didn't like the northern country. You could go down to California and you'd find more Italians. You'd get up into the northern country where there was more rain, and maybe it meant that they had to fall timber and buck timber as well as build the grades and all it entailed; then you became involved with more of the Scandinavian people.

I think one reason--I don't know, it's hard to evaluate--but both nationalities, the Scandinavians and the Italians, are people that are fishermen to start with; and I think the way they got into this business, to some degree, is that they would fish during the fishing season and then there was lax time and nothing else for them to do, and then I think they'd get into this work. Naturally, construction in those days was seasonal because there was not much transportation. They had tent camps built right next to their jobs; they lived right on the job practically.

Fry: Did you live in a camp?

Peterson: No, we lived on a farm. I didn't live in camp until after I was married in 1935. We had a farm that was in the valley where the railroad was built practically right by the farm.

Fry: Where was this?

Peterson: This was in Cathlamet.

Fry: And you worked then in the Cathlamet region?

Peterson: Yes.

Bundling

Fry: Can you give us much on the development of other types of technological things, like maybe the air tongs or bundling?

Peterson: We were having problems of storing logs in the log rafts. There wasn't enough room actually in the river, you might say. In some of our storage grounds we didn't have enough boom sticks.

Peterson: So Mr. Stamm and Mr. Reese were trying to figure out how they could get more logs into a raft. We were discussing this one day and we said, well, if we could get them bundled together instead of having them lay out flat, they would take up less space. You could take as many logs lying flat and bundle them up together like this, so part of the space can be used in depth instead of breadth.

So we developed a machine. We built a float of a large bunch of logs and put this triple drum tractor on it (this is going back to the tractor again); they eventually put triple drums on them so they could high lead with cable log, and they would float the logs in front of this machine. The rigging was so attached that they could bundle these logs up and bring them up into a package, and then two men would put bands around them and slack them back down, floating them into the rafts. This meant that we were storing three times as many logs as we could in the conventional way.

Fry: When you were just talking among yourselves and came up with this idea of bundling, had you seen this done anywhere before?

Peterson: No, it had never been done before. This was the first attempt. Of course, then this led on to other developments in the Camas mill. They got the big crane where they could take these bundles out at one time instead of taking them out one log at a time.

Fry: This was still for water storage, wasn't it, at that time?

Peterson: Yes, these logs were for water storage.

Fry: And at the time of the development of the crane it was still for water storage?

Peterson: No, the crane was developed at the mill, at the pulp mill, to take these bundles out of the water. Otherwise, you'd have to break these bundles in the water; and after they'd been submerged that long, they became so water soaked that there was a continual problem.

There was one other thing: bundling these logs reduced the loss of logs in the river while transporting them. There were a terrific amount of logs lost in the river; the fishermen would catch them with their nets and run into them with their boats, and it created a hazard plus quite a loss to the company in material before it got to the mill.

Fry: These were primarily the hemlock logs?

Peterson: Hemlock logs.

Fry: They just sank once they became a bit water logged?

Peterson: Some of them will sink regardless of whether they're water logged or not. They're heavy enough when they're put in the water to go right to the bottom. And when this happened, they'd have to take a bundler (bundling machine) or a crane or a grapple and drag them up and tie them to some other logs that were better floaters to help support them. That created another problem at the mill; bundling the logs really caused some other things to happen along the line.

Fry: It was really a very significant development then, wasn't it?

Peterson: It was. If it wasn't possible to take this many logs at one time into the Camas mill, I don't know what kind of facility they would have to have built to handle the amount of logs processed through the plant.

Fry: Wasn't there some kind of question too in figuring out what kind of banding to use around the bundle?

Peterson: To start with, we used old cable. By this time, metal banding companies had developed material where we could put metal banding around and use crimpers and fasteners and put them up in a regular package like you see other commodities put together. You know, when the logs are loaded for transport, they put a cable, or what we call wrappers, around them, and a binder that tightens the wrappers down to keep them packaged safely.

Fry: This is on the truck?

Peterson: Yes. When they come to the river to be unloaded, they put these metal bands around while the load is still on the truck. They move up to the unloading facilities and as the unloading straps are tightened around the load and the logs are securely held, the men take off the binders that were put on in the woods and the truck driver takes them and coils them up on his truck. Then they righten up this other band a little tighter and crimp the fasteners.

One of our men at Seaside, Oregon, developed a unit which would crimp the fasteners automatically. It is actually an air brake cylinder that activates this anvil. Then the load is set off into the water.

Fry: About when did this work on bundling start?

Peterson: Let's see. That started about 1942, right in the early forties.

Fry: This was a war-time thing maybe?

Peterson: No, it started after the war. It started in about 1946, because it was after the war. I know it was after the war because of the places where we were logging at the time when we first tried this. We tried doing it on the railroad cars, and at the unloading facilities we would break the straps as we dumped them over into the water, so I know this was in 1945 or '46.

Fry: What was your position at the time?

Peterson: I was the woods foreman at that time.

Steel Spars

Fry: I'd like to ask you about some of the other additions of technological machinery and so forth, and I was thinking particularly of the steel spar and what effects you think this has had in reducing costs and in promoting use of forestry.

Peterson: The steel spar is a unit that came, to some degree, of necessity because there were no trees large enough to use as spar trees; and if they weren't available this would necessitate hauling them in from several miles away. Moreover, it takes one of the highest grade species of trees and the nicest tree to make a good spar tree. So this naturally is some of your highest valued wood, and by using it as a spar tree, with the working and the twisting of it, you deteriorate it to the point where it isn't salvageable for lumber or any other end use.

It has to be just wasted because you have to drive steel spokes into it, and after this is done, no one would want to put it through a mill because of the hazards that could be created by trying to manufacture it. To rig a spar tree takes four times as long as it does to rig a steel spar, and this in turn means that your production machinery is going to be out of use four times as long as it would if a steel spar were used.

The other thing is that with a steel spar, you get a compact unit that moves as one unit. With a spar tree you have guy lines, you have the yarder as a separate unit, you have your loading machinery as a separate unit, plus the fact of all the down time that's entailed. This is the big advantage

Peterson: of the steel spar, for it is used over and over and over again, where maybe a tree is only used once. You may attempt to save it, but this isn't always successful.

Fry: Do you know anything about when the steel spar was developed?

Peterson: Well, there are various steel spars, but when they really came into their big use was after the Forks burn in northwest Washington. That was quite a body of timber that was destroyed by fire; there was salvageable material there, but the fire eliminated any spar trees in the area. Also the forest being predominately hemlock, there just weren't any spar trees available for miles around.

So the first steel spar was mounted on a steel sled and from there as people began using them, they developed the steel spar more to where they mounted them on trucks. From there they went to self-propelled units.

Fry: Crown Zellerbach did this?

Peterson: Yes. Crown Zellerbach were the ones who developed the self-propelled unit rather than a truck-mounted unit, because again you eliminated one power plant. One power plant did the whole job and it made a much more compact unit out of it. You were able to build a sturdier and more stable unit with the self-propelled unit.

Fry: When was this?

Peterson: The first self-propelled unit that we developed was in 1961.

Fry: And the spar tree came into disuse, or was used by industry until--?

Peterson: In about 1949, 1950.

Fry: Were you in on the development of the self-propelled unit?

Peterson: Yes.

Fry: How did you do that?

Peterson: We contacted various manufacturers. In fact, Berger Engineering were the first ones that had a listening ear to this development. We worked with their engineers in developing the first propelled spar tree, or yarder and spar tree combined, by taking the boggies (that's the drive gear) out of the large log trucks and mounting it under a frame which supported the spar tree and the yarder unit. We had power takeoffs off the yarder to propel the self-contained unit--what we call a mobile spar yarder.

Fry: And has it always had the radio unit in it to maintain contact with the buckers wherever they are?

Peterson: You mean the rigging crew. No, the radio-controlled whistle started developing (this was Rathenbueller) in about the middle fifties--'55, '56.

Fry: You were at Clackamas from 1953 to 1958?

Peterson: Right.

Tandem Trailers

Peterson: That was the same time that the relay trailer system in log hauling was developed--it's called the relayer system. This is the system that the load of logs can be segregated from the tractor unit by using the hydraulic lifting arms to raise the load of logs off the tractor and set it in what we call stanchions, or pedestals. The tractor can then go and pick another empty trailer and go back to the woods for another load.

This eliminated the necessity of a truck, or tractor and driver, being at the landing while the logs are being loaded. So this allowed us to haul more logs with less tractors because the tractor units could be on the road hauling logs to the boom (delivery point), or bring the empties back to the woods, while this preload trailer system was yet at the landing and loading logs.

Before this time, it meant that a truck driver and a truck had to be there constantly while we were loading. Well, that was quite a major development in truck hauling, but we expanded this further to start hauling more than one load of logs with one truck too. We were able to develop this trailer system so one truck could pull three loads just as easily as hauling one load. This again improved the efficiency of the trucking of logs.

Fry: I understand that this was tried once in the forties and then tried again and really developed in the fifties sometime. Do you have an idea of what problems arose and how they were overcome?

Peterson: Well, one of the things in the forties was that they were trying to haul these trailers in tandem without supporting the weight on the tractor, or fifth wheel, and this meant that

Peterson: they couldn't develop enough traction on the road. And the next thing was, they had to develop a system of steering. It was a matter of developing the geometry on these, how to steer these trailers. Otherwise they would go off the road and into the ditch. The braking systems weren't developed either.

If you want to go back into hauling logs with trucks: prior to the time that we started hauling logs with trucks at Cathlamet, there was only straight air on log trucks. This doesn't mean anything to you, of course. We discontinued the railroad when we started hauling with trucks. This meant that there were railroad people being transferred from running locomotives to operating truck equipment. Right away they recognized that truck equipment should have the same facilities as railroad equipment, and this meant developing automatic air on log trucks. At this time they had no safety devices of any kind; when a truck lost its air, it was a runaway. There was a development of this nature: when your air system failed, the brake would automatically be applied and stop the truck.

After this was developed, the state of Oregon and the state of California passed a law; the Interstate Commerce Commission did also. This was a necessity from the standpoint of safety. At that time, you used to see trucks running away down those long hills in California because of brake failure.

Then after this was developed there were some other areas of development that we weren't in on, such as when they supplemented the air pressure in the reserve tanks with mechanical springs. In other words, when you step into a truck without any air in the reservoir tank, you cannot move it until you start up your equipment and pump the air pressure on to release the brakes. So whenever your system fails now, you automatically stop, and this has been improved now by the state, or the I.C.C. people.

Fry: I gather from what you said that Crown Zellerbach did have something to do with the development of the emergency breakaway.

Peterson: Right. In fact, I got hold of Mr. Christiansen--he was our truck maintenance and development man who had been in the truck business all his life. We gave him the idea that we should have extra tanks on log trucks, extra reservoirs, the same as railroad equipment, so that we would have an emergency system. This was the first development in this area.

Improved Logging Methods

Fry: What other particular innovations with which you were connected do you consider especially important?

Prelogging

Peterson: Well, I think one of the biggest developments we had was when we started prelogging. (I'm talking about a method now, not equipment.) This is where we took out the small trees and the wind-thrown timber, and cleaned up the forest real well before we went in and made what we call the prime cut. This allowed us to do the job with the right kind of equipment because when we just clear cut a block of timber, we have to have a machine that's strong enough to haul the biggest log. So when you're trying to get the five- and six-foot diameter logs along with the six- and seven-inch diameter logs, it isn't a very compatible situation.

Fry: So you did your small-machine logging first, and then later you'd go in and pick up the larger logs with larger equipment?

Peterson: Yes. This increased our recovery off of every acre from fifteen to twenty percent in volume; also because when you fell big trees and little trees together, the big ones break the little ones and you have such a terrific waste. So we not only recaptured more material off the ground, but recaptured it in much better condition. We did it at a more economical cost too.

Fry: Where did you get most of your support to get this started?

Peterson: I'll tell you where it started. You know Crown Zellerbach purchased the Clackamas Tree Farm from Ostrander Timber Company, and they had done a very poor job in utilization. Mr. Stamm, who was the instigator of the purchase of this tract, immediately decided that we should do a salvage job to relog all of the land they had done such a poor job on. (I don't say you can be critical of them, but they were trying to recover some money in a hurry.)

Regeneration

Peterson: Salvage jobs need a lot of small contractors to get this job done, because it has to be done in a hurry before this material deteriorates; but this came to a halt pretty quickly when we got the logged-over areas cleaned up.

Bob King, our contract logging supervisor, supervised this work, and we were concerned with what are we going to do with these salvage contractors now. So I told him one day, let's go up here and we'll start on an easy tract of ground where we can use tractors, and we'll see what we can do by taking the small understory out first. It was a problem. That is, trying to relog is expensive, and we weren't satisfied to go back and pick up broken pieces and small trees.

So we took a contractor, one of our more aggressive ones, and put him in on this job; and we kept real close track of the volume we got and the kind of recovery we got, and it worked out real well. We didn't know how to even set a price on this. But this fellow was really willing to experiment.

We cleaned up the places and it looked like a park when we got through. We had Mr. Stamm come out and take a look at this, and he was well pleased with it. We kept going further and further, and it resulted in reducing our costs so tremendously by the better use of our big equipment going to take out just the big trees that were left.

This kept going and going until we had more of these people doing this. The next thing we discovered was that by going in and taking all of the debris from under the large old growth forest, the ground was scarified and this left a seed bed for the old forest to begin to drop seed and start regeneration. It left the forest a little more open and let the sunlight in. We didn't use this as a plus at the time we were developing this system, but we know now that it really has been a big asset to reproduction.

Fry: This has led to a very measurable increase in regeneration, is that right?

Peterson: This is right. We were a little reluctant to predict this at the time we started it, but now we know that the results are there. They're proven after ten years' experience. We can factually say that this is a benefit to regeneration. So this is why we began to set policy on this.

Fry: Where was the second place after you cleared off the Clackamas Tree Farm area?

Peterson: Well, after this became such a satisfactory job to us, Mr. Stamm began to tell some of the other divisions that they'd better start doing this. At the present time, we're doing this in all our operations in our old growth forests.

Fry: When was this?

Peterson: This was about in 1954 or '55. I think it was in that winter in 1954 and '55 we started this.

Fry: Does prelogging help you to save these small, maybe four or five year old trees, that are beginning to come up? I notice especially hemlocks are under the larger trees.

Peterson: I don't think that prelogging has any big benefit in this respect. It may in the thinning, but in prelogging on an old first growth stand, that type of tree is not saved to any great degree. And one of the things that we found out in this logging: the only thing prelogging does is prepare the land for a better seed bed for the seed coming down. You get quicker regeneration this way because if you cut it all off, there's no seed source left. But by making a partial cut first, you're benefiting from the continuing seed source of the old prime cut stand.

We've been very critical of state agencies and government agencies that say that we should burn over clear-cut areas. We think that this sets back the land for several years for regeneration because there are seed in the ground, and there are small trees there already; and this gets back to the question you asked.

We found out that in areas that have been logged twenty-five years ago (when we're there today doing some management with the young stand and thinning) we're finding twenty-eight and twenty-nine year old trees on this area. This is proof that there were some small trees that survived the logging. Whereas if that had been burned over, as the state and federal laws say you should do, we would have not only killed those, but we would never have had a tree over twenty-five years old, plus the fact that it would have taken much longer before seed or regeneration started. It may have been ten years instead of being five years ahead. This was in 1946.

Road Construction

Fry: You were also in charge of road construction, weren't you, Mr. Peterson?

Peterson: Yes. There was one thing that resulted in the reduction of road building cost, and that was when we started logging the right-of-ways prior to the time that we built the roads. And of course, this is just a method that we used at Clackamas at that time that we first developed in 1954. Our road building costs were really cut in half at the time compared to what they were prior to this.

Fry: Due to logging--

Peterson: Due to a systematic way of removing all the timber and having the right-of-ways cleared properly before we started building the road. Prior to that time, there were some methods used all right, but they weren't quite as refined as the way we did it afterwards.

Fry: I'd like a little point of explanation here. You're building a road on a right-of-way which has been obtained in agreement with another company. Does that company do the logging for you then?

Peterson: No, we do the logging. Sometimes we buy the stumpage from them. Sometimes we deck the logs for their account, and they come in and load them; and other times we may do the whole job of logging and deliver them to the destination.

Fry: These agreements are quite variable then.

Peterson: They do vary depending on what the land owners' desires are. Even when Mr. Stamm was with the company, we used to reach out from the railroad as much as two, three or four thousand feet.

Well, there was the change of labor conditions. People used to get off of their conveyance and go out on the job and start walking on their own time; but as things progressed, people didn't do these things, and it's pretty inefficient anyway to be paying people when they're walking instead of working. So this meant that we did put our roads closer to the work and start operating a more efficient use of our labor. We have no agreement to pay for travel time, although we do pay a premium hourly rate for a workman traveling beyond

Peterson: a designated marshalling point. This was negotiated in June of 1963, effective January 1, 1964.

This is what this big splash about balloon logging is. You can talk about going out a half a mile or so to log, but after all you still have to get the crew out there, and you have to manage this land, and you have to protect it from fire, and you have to reseed it. So you still need your roads. Roads are the most important thing in logging.

Fry: What about the development of road beds? I understand a great deal of research is necessary to know the terrain and the structure of the ground underneath the road bed. Do you have a problem of deciding on what sort of surface to build?

Peterson: Road building is dictated by the circumstances involved: the soil makeup, weather conditions and location of timber; and these are pretty hard to vary. Some people think they can run a real hard fast specification on roads, but it still takes some judgment as you approach these particular problems. Naturally in building any road, drainage is one of the most important things, so that the road is built properly right from the start so that we have adequate ditches and drain facilities, because water deteriorates our roads, especially with these tremendous loads we put over them.

Then it's a matter of whether we're going to haul off-highway loads or highway loads, because of the amount of weight per square inch on the roads. Once you get the road built, it's very important that a real good surface is kept on the roads to expedite the movement of traffic and keep maintenance of your equipment at a minimum. And we're finding out that a dollar spent for better roads is returned in faster movement of the material and less upkeep on the equipment that travels over them.

Fry: As your equipment becomes heavier and heavier, have you had to go back and rebuild roads and use different surfacing materials?

Peterson: Well, this is true. I think in the logging industry, we probably build much stronger than what is necessary to support the loads, but you never know when you're going to be hauling heavier loads, and you never know what the weather is going to be at

Peterson: the time you're going to haul over these roads. You have frost, you have thawing, and all these same problems that the public highways have. They have restrictions on load limits and things of this nature.

Actually, we're probably the biggest road builders in Oregon and Washington, outside of the State Highway Department. We build 250 miles of road a year through these mountains, and it would take you some time to travel over 250 miles of road.

Fry: Do you think that there has been a general trend in Crown Zellerbach of building higher and higher quality roads and more of them as time has gone on?

Peterson: This is true. Our road standards have been stricter and stricter, and we build better roads as years go by because you realize that this is one of the most important things. In logging, after that tree once hits the ground, it's a material-handling problem from then on, and transportation is what you're thinking about. And of course, new ideas and methods keep developing.

Fry: And this is where you cut most of your costs.

Peterson: Well, we have to be working on transportation problems continually because this is a big factor in our cost. This is why we go from singles to tandem trailers, and from just a truck to relays.

Highway Safety

Fry: In building and planning roads, does the routing of roads in relation to county roads and state roads come under your office?

Peterson: Well, our objective is to try to develop our lands so that we can be on private roads and stay away from the use of public roads. First of all, we have no limitations as to truck size limits outside of what we set ourselves. Whereas when you are on public roads there is a limit, naturally. They're built to support a different type of travel.

Fry: I just started thinking about crossings. I notice that in some places you have stop lights which are operated, or released, by the approaching truck, and in other places you even have an overpass.

Peterson: Well, at real busy areas we like to have a segregated crossing, a separated crossing. To insure safety and expedite the flow of traffic, we do try to get all the permits we can for automatic traffic lights from a standpoint of improving the safety and the movement of traffic. In fact, sometimes we argue pretty strongly with the Highway Department as to whether they think it's an important enough crossing for us to put in even a blinker or warning light.

We've even run into these problems, where they say, "No, we won't give you a permit because this isn't an important enough crossing," but we've put in a control. Anytime that you can use a warning device to alert people of hazardous conditions, we think it's real important.

Of course, this is another thing: by hauling on our own roads, we think that it is a much safer way to do it, besides from just a dollars-and-cents standpoint of hauling heavier loads. We like to cooperate with all the people on road problems as far as the safety angle is concerned.

Fry: Have there been any real advances in road building machinery since you've been on this job?

Peterson: Oh yes. I think that in building road, it's important that you need the largest piece of machinery that you can efficiently use. The D-9 tractor was a big advance in road building because there's a tremendous amount of yardage to move to build the bed, and the ripper on the back of a tractor has been a big advantage.

Then the other advancement of course is in the larger type dump trucks that we use for transporting rock. Our roads will average one hundred cubic yards of base rock per station or per one hundred linear feet. This means you move a tremendous amount of material in order to build a road strong enough to support these trucks.

Another factor in road building, we found, is that the use of uniform base rock is very important, rather than to use a large donnier type of rock that we used years ago, because this was a waste. We like to be able to utilize every rock we haul.

Fry: If you want to utilize every rock you haul, how do you get them down to uniform size?

Peterson: The grid roller is one piece of equipment developed that we use, towing it behind a tractor; and by constantly running back and forth, the roller fractures the rock and at the same time compacts it.

Fry: So you can break up your rock right there on the building site then?

Peterson: Rock is a very expensive item because every rock quarry you develop is a gamble. You don't know whether it's going to be the right type of rock, or if it's going to be the right amount.

There are some very interesting differences in rock. The rock in Clackamas division is so harsh and sharp that you can cut glass with it, so you can imagine what this does to our tire problem. And in our Neah Bay operation, you can't find a rock that will last over two or three seasons because it slacks out in the air and the water until it finally turns to mud. So we're constantly replacing the surface of these roads.

One other thing: on a real highly traveled road with just the dust and the grinding of the rock, we lose from five to ten yards of rock per one hundred linear feet of the running surface per year. It just flies away in dust. So this is why on our heavily traveled roads, we use palliatives or put oil or macadam surfaces on them. If you figure this rock is worth two dollars plus per yard to start with, by the time you transport it and put it on the road and it blows away, this means for every one hundred feet you lose, say, fifty or sixty dollars of rock in dust.

Fry: Do you have any handy statistics that can show how, over the years, savings have been accumulated in this road building process, even though you were increasing the length of roads and the quality of roads? It has become apparent from what you've said so far that there has been a saving in total logging cost.

Peterson: This is right. In fact, we have the meeting today, demonstrating to some of our people the performance of the timber department over the last year, over the last five years, the last ten years, with the increase in labor, the increase in material and equipment, that our logs cost us less to deliver today than they did ten years ago.

Peterson: Now this means that all these costs are related to road costs, yarding costs or loading costs, falling and bucking costs. But this has been through the development of the steel spars we were talking about and the mobile loading machines, the hauling of multiple loads, and hauling into our sorting yards. We're bringing the logs in and sorting them in a central station rather than having the production people do this.

But these figures are available to the accounting department. They can't just cite them without actually looking at them. These are proven facts; we have the factual information on this.

Intra-Industry Co-operation and Congresses

Fry: I was wondering what the Pacific Logging Congress and perhaps other industry organizations have done to help the entire industry progress in logging techniques. Have you had a great deal to do with this?

Peterson: Well yes, we are always participating in these programs, and it's a matter of bringing enough people together to exchange ideas and new developments. The equipment manufacturers are there, the operators are there, and it is an exchange of ideas. Certainly if you attend the Logging Congress and you hear of some new idea, you're going to investigate it to follow up on it to see what it has to add to or improve on your own operation, whether it be equipment or whether it be a method. Then of course, in turn the visitation of other operators in the industry has helped develop ideas.

We don't really, I think, do enough of this. We have people who come in to visit us, but I don't believe the industry as a whole even, does enough of this exchange of ideas, just one big splurge at Logging Congresses, and it gets to be a social event too, to some degree. But there are a lot of good ideas that are exchanged here.

Fry: Haven't you presented papers at the Congresses?

Peterson: Yes.

Fry: I would like a copy of your speeches and so forth.

Peterson: I think that Jack Brown would have various presentations that have been made by Crown Zellerbach employees.

Fry: Now, is my hunch right that perhaps more of this is exchanged at Pacific Logging Conferences than at meetings of other lumber organizations, or could you evaluate the role of various other organizations?

Peterson: Well, I think that here it's set up in a more formal and wider-spread association at the Pacific Logging Congress. Also the Oregon Logging Congress is a very good congress because it's narrowed down to the people in the specific region who have more common problems. The Pacific Congress gets more generalized, I think.

Fry: You get redwoods mixed in, and so forth?

Peterson: Well, this is true. It's redwood region, pine region, and Douglas fir region all together. Then of course, there are the Governor's Safety Conferences and there are forestry meetings. All of these things finally total up and fit together. At every one you get a better view of the actual problems that are being faced day by day in this industry.

Fry: Is there much secretiveness that might come from the inherent situation of competition here? For instance, in the automobile industry, great lengths are gone to, to prevent any leaking of information about coming designs and things like that in production. Now this, I gather, is not true in the field of general management or engineering in timber production.

Peterson: I don't think so because I think everybody is hungry to find better ways and better methods to harvest lumber. Sure, there are some things that are confidential. We don't tell everybody all our secrets until we may get some benefits out of them ourselves.

Fry: Are these methods rather than technological advancements?

Peterson: They are methods in merchandizing and marketing. We don't always tell everybody how we're developing a certain product that may bring a higher return to us.

Fry: You mean this would have mostly to do with utilization?

Peterson: Well, not so much utilization, but I think in the products that we develop out of timber, whether we make saw logs or something else. Of course, where you can pretty well be crucified is in the question of where this product is going to go.

Peterson: We've probably gone further in manufacturing. When we fall a tree, we have rules and regulations how to buck it to get the ultimate value out of it and to manufacture the most desirable product for marketing. Somebody else may go out here and cut trees without wringing every bit of the value out of them, or knowing some of the techniques to get the most scale and the most grade out of them.

Or we may make poles and piling. So we decide what kind of trees we can use for any particular product. These kinds of things are the only ones that are a little bit confidential. But for the different types of methods we use, we'd just as soon have people come in. Just like this utilizer now: we developed this machine but we didn't hold this secretive. We didn't ask for patent rights or anything else because the more of these that are developed and the sooner they are economically built and operated, the sooner there will be more chips available for our mills. You see, we're looking at it on a longer range basis.

Fry: Yes, and I gather too that in something like this in the earlier stages of its development, you welcome innovation from other people as long as you can build further innovation.

Peterson: Well, this is the thing here. We're narrowed down with only our own brains on this, and certainly we'd like to have other people in the industry take a look; because we know that as soon as it's put into operation that there are going to be more ideas developed, and the sooner they're developed, the sooner we're going to benefit from it too. We naturally are benefiting from the standpoint that we're getting the know-how. Every little thing that develops now is going to be of benefit to us and the whole industry.

Fry: Do you think that Crown Zellerbach is unique in that you have a system of operation which enables the logging crew in the woods to log each tree in a method that would prepare it for the specific use that it's planned for?

Peterson: Well, one of the reasons for that, I think, is that we're dealing with, on the average, a lower type of the logging show. Some of these other people have some pretty lucrative timber holdings. And you know, when you have to tighten up your belt, you can do a little better job.

I think that our organization, and the way that Mr. Hallin and Mr. Richen have put it together, that all of our people, are real interested in the job that they're doing; and they can see that they're all contributing something. I think that

Peterson: we still like to feel that we're leaders in this, to some degree. I don't know whether this is warped thinking or not, but we do a lot of things that other people don't even attempt to do. This way, everybody has a real interest in their job. They are all getting credit for the things they're doing.

I think the atmosphere, and the attitude, and the morale of our people is quite high when you go out and compare them to other people in the logging industry. Other operators don't have meetings where they bring their supervisors in and show them the performance of the organization, and what the costs are, and what the profits are, and we're even wondering how far down to go in this, to give this guy information.

Because certainly a man doing a job likes to know why he's doing it and after he does it, he wants to know something about the results. I think this is human nature. If you just have people out here like machines, I don't see how they can have any desire to do a better job.

Fry: Is it true that you are contracting more work in the woods?

Peterson: Oh, we contract a certain amount, and I think it's good because this give you the type of people that have an incentive. They're getting paid on an incentive basis, and they are certainly going to come up with new ideas. And just from the scope of six, seven, or eight hundred thousand acres, there are times when it becomes too awkward for us to do every job ourselves. We couldn't spread our supervision that thin. Some places are isolated. You can't operate out of one headquarters in a division comprising 200,000 acres. It means that we have to have contractors. I don't think that you ever want to be completely self-sufficient in doing all the jobs anyway because you have ups and downs, and contracting makes it much more flexible.

Fry: Has the idea of contracting out the work increased?

Peterson: No, we've tried to keep it down. On the big concentrated shows we can do a better job than a small contractor. First of all from the standpoint of investment on equipment, because of the large capacity that these loading machines have, it is no use for a little contractor way out here, producing one load of logs in a day. He has to have a truck and a loading machine to do this.

If he can just invest in a power saw and a small tractor, he can bring logs to roadside, and we can come through with our mobile equipment periodically and do a more efficient job

Peterson: of loading and hauling. He ends up with more money and more efficiency, because he could only afford some old broken-down piece of equipment, and we would end up paying for an inefficient operation.

Fry: We haven't talked about Clatsop yet. Do you want to go into some of the developments that occurred while you were there? According to my notes, you were there just from 1958 to 1960.

Peterson: That's right.

Fry: And you were logging manager, I guess.

Peterson: At Clatsop, Crown Zellerbach had 200,000 acres, and they had been used to doing nothing but clear cutting and thought only in terms of the better shows. They were very very poorly equipped for their logging operations. It was a little bit difficult to encourage people to think that they could go out and log in some of these smaller stands.

Certainly Clatsop grows more wood per acre than any tree farm we have, and it entails lots of management to capture all the windthrow. This meant we had to get little operators down there which we never had before; it meant developing roads a lot faster than we had before to keep up with the growth and to keep up with the wind storms. So this is when we finally kept building and building until now we're building over one hundred miles of roads a year at this particular tree farm.

Fry: Just in Clatsop?

Peterson: Just in Clatsop alone. It was just a matter of expansion, and of course we did go into thinning. We went into prelogging, we went into salvage, and all these various types of logging which had been a little bit dormant up until that time. We spent a million or a few million dollars for equipment. It had to be upgraded when you started expanding this much, but this was done only on the basis that we could show a proper return to the company.

Personnel Policy

- Fry: As equipment and jobs became more complicated, this brought about the necessity for changes in the personnel policy, didn't it? Was J.D. Zellerbach the man who actually worked for a better personnel policy?
- Peterson: This is right. I think he is the father of it. This was handed down into the timber department, but there's been a lot of methods used to try to help our people and give them the tools to work with personally. We send our fellows to schools, and we actually have programs within the organization to try to have the people become better acquainted with the whole scope of the objective that we're trying to reach.
- Fry: In your employee training program, is this done on all levels of employees, or does it start with those that are in some managerial capacity?
- Peterson: No, I think you have to say that we do it with our employees right out on the job because we've had on-the-job training courses. We have our safety program and the method in which we induct our employees and so on. This can't be done just in a class today or tomorrow, but it would have to be done every day, I think, to try to sell this and try to educate people.
- Fry: And when your old equipment is replaced, do you take responsibility for keeping these employees who have been using the old equipment and retraining them?
- Peterson: Oh yes. We send them to school. There are fellows going to school right here now in maintenance and operation of some of these big log stackers. When we're developing some of this equipment, we'll take some of these fellows right to the factory and let them talk to the designing engineers. When it is time to break them in on equipment, we'll take them from one division and take them over to another division and train them on this.
- We don't go on the outside to look for people to fill these jobs. You might say in time it's costing--we might be able to reach out here and get somebody else--but there's a lot more than that to be built into an employee; because he has to know the policies of the company, and practices, and everything, besides his being able to punch a couple of buttons.
- Fry: There's the arithmetical problem of putting in something like the machine that replaces four men with one. What do you do with the extra man then?

Peterson: Well, you can say this: that the number of employees we have doubled in the last seven years. If we didn't have these tools, we couldn't do some of the jobs we are doing today because it is not economical. So it means that every time you develop a new piece of equipment replacing men, it may mean new jobs have been created because your operations expand.

Fry: You're increasing your total operation?

Peterson: Well, we're still in this plane yet. I don't know when you reach the point of saturation.

Fry: You mentioned once that even the union members are a little bit amazed that you have not followed the trend of most industries.

Peterson: This is right. We've taken them out on this thinning project and shown that we want to make combination jobs. This isn't a very good approach to make to the union, that you want to make combination jobs. But we can prove to them that if we make combination jobs, we'll have maybe a hundred more jobs. Otherwise, they can say, "No, you can't; this means it isn't going to pay." But you can't go broke trying to do something, and we've had several meetings with them on this. They appreciate it and they've gone along with this.

So we've negotiated rates for people to run a tractor and set his own chokers and unhook his own chokers, just by building up enough confidence that they know that we mean what we're saying, and we're going to have more jobs for them to do.

Fry: In this operation of thinning, what other operations would this set up that would take more employees? I'm trying to get some concrete examples to illustrate what you say.

Peterson: Well, first of all, when you do these things you can increase your production because you start going down to a smaller tree. When I first started working in the woods, you never considered the small tree we are merchandising today to be of any value.

Fry: Yes, I was surprised. I think I saw some five and six inchers being harvested when I went out to look. Well, what jobs does this create?

Peterson: Well, it creates more tractor operation jobs, more loader jobs, more falling and bucking jobs, truck drivers. It means that you're going to have more production, road building. So one just keeps increasing with better utilization and management.

Fry: It looks as if our time is up. Thank you for making time in your schedule for this project.

Peterson: Glad to have been of help.

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Harold Miller

TECHNOLOGICAL DEVELOPMENTS IN NORTHWEST TIMBER OPERATIONS
FROM 1927

An Interview Conducted by
Amelia R. Fry
in January 1966

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INTRODUCTION

For almost three decades, Crown Zellerbach engineers and road construction crews built several thousand miles of logging roads and hundreds of bridges under the direction of chief logging engineer Harold P. Miller. Born in Southern California August 22, 1899, Miller had a B.A. in Forest Engineering from the University of California when he began making topographic maps and planning road locations for the Pacific Lumber Company in Scotia in 1922. He became woods engineer for the Northern Redwood Company in 1926, and then in 1927 joined the Cathlamet, Washington camp of Crown Zellerbach.

After working first as an assistant engineer, Miller assumed the duties of construction superintendent at Neah Bay, Washington. In 1934, Crown Zellerbach began cutting blocks of coastal spruce near Seaside, Oregon, and Miller, as superintendent of engineering and construction, planned the massive roadbuilding program. In 1936 the company appointed him chief logging engineer for Northwest Timber Operations, the position he held up to his retirement in September 1964.

In his oral history Miller discusses from his perspective as an engineer the technological innovations that radically changed logging operations. Miller participated in Crown Zellerbach's development of prototype bulldozers, which tremendously lowered the cost of building logging roads, and he also welcomed dump trucks, grid compactors, and tractors to construction projects. Miller also describes innovations in timber transport and grading, such as bundling and log sorting in central yards.

Amelia Fry of the Regional Oral History Office interviewed Harold Miller in Portland, Oregon, in January 1966. Miller reviewed and amended the transcript of his interview in 1966 and Catherine Scholten edited the revised manuscript in May 1979.

Catherine M. Scholten
Editor

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Background and Early Years

Fry: Where were you born and where did you go to school? From the data sheet that I have, it looks like you might be a native southern Californian. Is that correct?

Miller: Yes. I was born near Colton, California at a place called Highgrove. Grade schools that I attended were mostly in Los Angeles and Riverside. There was also a grade school I went to in the Coachella Valley at a place called Thermal. High school was Riverside to start and then we moved to the northern part of the state where I finished up at the Willits Union High School in Willits, California. In July 1917 I entered the University of California at Berkeley.

Fry: Was your father also an engineer?

Miller: No, my father was educated to be a priest. He was born in Vienna, Austria. He rebelled against the priesthood training and came to this country, I believe in the '80s. He worked at various farm jobs in the west from Texas to California. He married my mother who was a school teacher. Her folks were from Iowa. It was one of those marriages where her father bitterly opposed it. I was not even accepted as a grandchild until I was about eight or nine years old. Before my grandfather died he became quite reconciled to my mother.

Fry: These were grandparents who lived in Iowa?

Miller: Yes. That is right.

Fry: There were a lot of people who moved to southern California at that time from Iowa.

Miller: Yes. At most every kind of a picnic they would have there, the Iowa delegation would be by far the largest.

Fry: What did your father do?

Miller: Oh, he did pretty much of everything. He worked in more or less menial jobs I would say. More of them tended towards farming, but not on big areas. He liked to farm.

Fry: On what areas?

Miller: Farming on small areas like forty acres. That was not considered too much in those days. He would lease the place and then he would farm it. We didn't own a farm.

Fry: Did you have any experience when you were a child at constructing things? Did you enjoy mechanical work?

Miller: Yes. I know when we lived on our place in Mendocino County, my father wanted to pipe water from a spring. It was necessary to take some elevations to see if the water would flow from the spring to a reservoir near the house. It was necessary for me to make my own transit and level out of telescope which belonged to my uncle. I put in some cross hairs and mounted it on a two by four with a carpenter's level for leveling. I knew very little about instruments or surveying, but when you make your own you find out whether they work or not. It so happened that he had already gone ahead and built the reservoir. I had to tell him that it was too high for the source. It was quite a comedown to him.

Fry: Then you grew up, I guess, doing a lot of handy man activities and amateur engineering.

Miller: I was bound to get that. It wasn't a welfare state in those days, so you had to do a lot of things yourself.

Fry: When you went to college, had you already decided that you wanted to go into engineering?

Miller: No, I hadn't. When I first started, I entered the College of Agriculture. That was more to please my father because he thought that I should study to be a scientific farmer. But, after I completed the first year I changed over. I was still in the College of Agriculture, and then I went into forestry. I found out that in forestry you could get engineering, such as logging engineering.

Fry: And this was what appealed to you at the time?

Miller: Yes.

Beginning of Logging Work--The Pacific Lumber Company and The Northern Redwood Lumber Company

Fry: Is this where you met Professor Krueger?

Miller: Well, no. I'd met Professor Krueger before, but the first time I really got to know him is when I took my first job in Scotia, California with The Pacific Lumber Company. After I had worked for them about four years I went to work for the Northern Redwood Lumber Company, taking the job of construction superintendent. Krueger used to be the construction superintendent at Korbelt, and, I'd say, the chief engineer and also the forester, because it was a small company and you had to do all these things yourself. A man by the name of Dewey Dolph came in between Krueger and myself. Krueger used to come to Korbelt occasionally checking on some of his redwood plantings. I got to know him pretty well as I was having somewhat the same problems he formerly had.

Fry: I see. So this was a kind of further education for you.

Miller: Yes.

Fry: Did you know Mr. Don Denman? Was he there then?

Miller: No. I had heard a lot about Denman, but he had left the company by that time and had gone to the Crown Willamette Paper Company timber operations at Cathlamet, Washington.

Fry: What about Mr. Stamm. Did you meet him in the redwoods?

Miller: Yes, when I first wrote for a job, I wrote to two companies. One was the Hammand Lumber Company. W.W. Peed, who was the logging manager, offered me a job at \$80 a month including board. Ed Stamm's brother, Sam who was the chief engineer of The Pacific Lumber Company, Scotia, California, offered me a job at \$100 a month, no board. I worked for Ed Stamm's brother and then I met Ed later on. He was at the Freshwater operations at that time in the capacity of construction superintendent. Later on he was promoted to logging superintendent.

Fry: But you continued to work for Sam Stamm.

Miller: Yes.

Fry: You said you had heard of Don Denman--

Miller: At Korbelt at the Northern Redwood Lumber Company. He had been there about three years or so.

Fry: Did he have any particular reputation at this time?

Miller: Quite a reputation as a "do-er." He'd try new things. He brought the first slack line into Humboldt County for redwood logging.

The men talked about him with a good deal of affection, and the fact that he was quite a square shooter. He, I think, did a lot of interceding for the men with the owners there. The owners would take the position that you should keep the cost down, but if there was any wage increase that could be made, I think Denman would try to get it for the men. He had a good reputation with them. He was willing to try almost any kind of change that would promise any increase of production or lowering of cost. He was very keen on that, too.

Fry: One of the things I'm interested in all along the way, as we progress chronologically, is any advent in what you might call the practice of forestry. In other words, around 1922 to 1926 when you were working for The Pacific Lumber Company, did you notice any attempts to leave seed trees?

Miller: At that time logging was pretty much a rough and ready game. Seed trees were only left by accident. There were a lot of things which we accept now that were not accepted then. Sam Stamm was a forester, one of the first graduates of the University of Washington School of Forestry, and was much interested in getting basic forestry practices started, particularly reforestation and fire protection.

Sam Stamm was instrumental in getting a tree nursery started near Scotia and did a certain amount of planting every year. Actually, that was one of the jobs that Krueger had. He was The Pacific Lumber Company's first forester. This reforestation work went hand-in-hand with fire prevention. Up to then, and for some time after, logging was invariably accompanied by burning. This was after falling and bucking of the timber had taken place. The men who went out and did the logging, setting chokers, rigging work, etc., would not work in the debris, branches, and limbs caused by the falling and bucking. Consequently they burned. That was the accepted practice in the industry. But it didn't lend itself very well to the planting of trees. Young trees would be quite susceptible to fires which frequently got out of control. They had to go back quite a ways to make the changes, you might say. You couldn't get into a situation such as we have now, having seed trees or anything of that nature. You had to start with even more fundamental aspects of forestry. You might say the planting of trees and the prevention of fires, that was basic. There was no selective logging from a silvicultural basis at that time. You went into an area and you clear-cut all the merchantable timber. They did some checker-board type

Miller: of logging, mostly by happenstance. I don't think it was done with the idea of natural seed broadcasting or good forestry practice in their minds.

The fact that fires would get away from them made them confine a fire as much as they could. A fire could sweep the whole county, burn your trestles and your equipment. They even lost a camp now and then. These were some of the results they did not like.

Fry: What else did they do to try to keep fires down?

Miller: What else could you do? Do you mean what measures they took to keep fires down?

Fry: Yes.

Miller: Well, one of the measures was that eventually they did get fire equipment; they invested a little more money in pumps and hoses. They always did have some equipment, such as water tank cars. It was the days of railroad logging. If a fire got beyond control, they would make attempts to put it out; even before we were thinking of planting trees. They developed the idea of fire wardens; they started to have them in the woods. They made those men responsible for keeping a certain amount of fire equipment on hand in different places. One of the men who worked at The Pacific Lumber Company, and who I think you should talk to on that particular subject, was Willis Corbitt. I don't know whether his name has ever come up, but he was one of the early foresters with the company.

Fry: And he's still living?

Miller: Yes. He handled all the tree planting for The Pacific Lumber Company as well as the fire protection. He went out and gave talks to the schools and did a considerable amount of forestry education work. As I say, it was not like it is now, where these things are accepted. At that time they were not accepted.

Fry: That was really a very different practice in the early twenties.

Miller: Willis Corbitt did deputize certain men as fire wardens. He even deputized Ed Stamm at one time and pinned a fire warden badge on him.

Fry: Made him a fire warden?

Miller: Made him an active fire warden.

Fry: What about your work with the logging equipment in the company? Were you primarily a railroad layer?

Miller: Well, it was all railroad at the time. My first four years were pretty much in engineering at The Pacific Lumber Company. When I went with Northern Redwood Lumber Company, I went over as a construction superintendent and we built railroad grade, laid railroad steel, built bridges, various structures such as log dumps and so on. The construction equipment at that time was either hand tools, or steam powered machinery. The power shovels had a man who operated the shovel including the travel and the bucket hoist. Another man was out on the boom who operated the movement of the boom sticks and bucket. It was a two man rig. The particular shovel that I inherited ran on steel rails which were made up in sections. You had to build a track for it as you went along. It would dig just so much grade no matter whether you had a ten-foot cut ahead, or a two-foot cut. You could go just about the same every day by linear footage. We did get an exposure to a gas shovel that we rented for cleaning out a log dump at Korbel. That was my first experience with gas shovels. By that time, about 1927, the gas shovels had started to come in. Later on, diesel powered shovels were developed.

Joins Crown Zellerbach Corporation

Fry: Then you went with Crown Zellerbach--what is now Crown Zellerbach Corporation--in 1927.

Miller: That's right.

Cathlamet

Fry: That was up here at Cathlamet?

Miller: Yes.

Fry: How did you happen to come here?

Miller: Well, I knew Ed Stamm pretty well. I'd worked about a year for the Northern Redwood Lumber Company and that was when they were in the process of making changes, such as bringing in a lot of personnel from their Yosemite operations. I suppose I got itchy feet. I wrote Ed for a job. Almost by return mail I got an offer. I dropped the job at Korbel and came to Cathlamet.

Fry: What was it like to work under Ed Stamm?

Miller: I always liked Ed. Ed was a fellow that took very much of an interest in young fellows. He was willing to spend lots of time with you. In fact he gave me my first boost in Freshwater where I was acting as assistant engineer. I stayed up one night to make some railroad paper location which was a thing he normally did at the time. He was an engineer himself. I remember the next day he went over the location and apparently was pleased with it, so we located it in the field the way I had it laid out.

What we used to do in those days for railroad location was to go out and run a preliminary transit line. Then we would take levels and plot the topography on the scale of 100 feet to the inch with five foot contours. After it was all plotted up, you could lay a railroad grade location on the plotted topography. That was what you called a paper location. You then took off notes for it and from these notes you ran the transit line which was the center line for the railroad.

As I recall, this first location I made for Ed Stamm was a short spur they wanted to start building right away. At one place it had to go between two rather large redwood stumps. I'm not sure, but I think the diameters were around nine or ten feet. I didn't want to shoot or blast them so I worked quite a bit to get the location right in between them. That took Ed a little aback to see someone willing to go to all that trouble. Of course, in those days you didn't have the forty hour week and you lived in camps. There was not much else you could do in the evenings. You could get out only on weekends and it was more fun to go and work in the engineer's office at night. That was one of the things you could say of most logging engineers then. They liked to work, and generally you found them down at the office at night.

Fry: So you and Ed Stamm frequently worked nights then.

Miller: Yes. You didn't do it under compulsion, but you wanted to see the work go ahead. A lot of the time you would do your office work at night and you would do your field work in the daytime.

Fry: So you were together quite a bit; you came to know him rather well.

Miller: Yes. He went out and looked over a lot of the work we laid out. He was quite interested in that. Of course, that was his training too, engineering and construction work.

Fry: Did you have much the same type of thing when you came to Cathlamet? Were you living in camp?

Miller: Yes, I lived in camps. I had married when I left the job with Northern Redwood Company. When Stamm hired me I was single, and when I came to Cathlamet I was married. At first there were no houses available, but as new ones were built, eventually there was one for us.

Bulldozer Development

Fry: So you started to work at Cathlamet and this was just I believe--you correct me if I'm not right on this--just a few years before Ed Stamm was interested in developing the bulldozer blade.

Miller: Yes. The engineering office drew up plans for this bulldozer blade.

Fry: Do you know how this idea originated?

Miller: Well, the bulldozer idea was originated by others. I went out and looked up others such as the Le Tourneau. The Le Tourneau had come out with a blade; also there was another one, the Woolridge. This concern made them with the hydraulic lift. However, the one that was operated with cable was the Le Tourneau.

I remember going up to a quarry at Fishers Landing below Camas, Washington, where one was operating. The bulldozer blade had a comparatively short pair of arms which pivoted at a point midway on both sides of the tractor frame. The blade which was located in front of the tractor was raised and lowered by means of a cable operating off a small winch. Ed's idea was to have the arms pivot at a point near the rear. The mounting was on an auxiliary frame which surrounded the tractor. This frame was fastened to the drawbar. The tractor would be pulling, not pushing. The tractor by pulling on the drawbar actually was pushing a bulldozer blade in front. Another thing that he was quite interested in was the design of a blade that would not have to be forced down with a hydraulic mechanism, but by the design of the blade itself, would tend to go into the ground. You could control it with a cable hoist to keep the blade from going down too deep.

Fry: So that the curvature of the blade would operate as the force that made it go down?

Miller: That's right.

Fry: Were these blades that you saw at the quarry below Camas straight blades?

Miller: No, all blades require some curvature to them to hold the dirt and to pick it up. The earth has to roll right up the blade, something like a plowshare on a plow.

Fry: So Stamm's idea was to attach it to the tractor so that the tractor would actually be pulling the blade rather than pushing it?

Miller: Yes, in other words your mounting would be in the rear.

Fry: I see, and then in addition to that he wanted to curve the blade so that the natural force of the blade would tend to keep it down instead of traveling over the stuff you were trying to pick up.

Miller: Then of course there were other considerations. When you got into rock or something similiar like hardpan, you had to use the corners of the blade so that maximum force could be exerted at these points.

Fry: Yes, you could use it on either earth or rock.

Miller: To a certain extent. Of course, if you got into solid rock, even today no bulldozer will work in this material. You have to blast it first.

Fry: Well, were you there during the testing out of this machine?

Miller: Yes. One of the jobs I had was on our first bulldozer at Cathlamet, trying it out. Although I was responsible for all the construction work, I spent more time with this bulldozer which was a hydraulic operated Woolridge. I went around and did little odd jobs here and there. The first bulldozers did not have the drum on the back so when you got mired down you had one heck of a job getting out. You had to use the tracks as improvised drums to spool line on. We made clamps to attach cables to the tracks. We would put the cable or line on the clamp and then start up the tractor. The tracks would really amount to the same thing as a drum and then you would come right back on the line that way. But that was a rather awkward way to do it. Later on they had winches that mounted on the rear end of the tractor and you could pull yourself out with that. That is the way most all of them are now.

Fry: Just tell me how from step to step this was developed, and with whom you worked outside the company, and who had these changes actually made.

Miller: Frankly, I don't know who to give the credit to for the invention of the bulldozer blade. I think it started with something like a pusher deal, just something to push stuff out of the way. Much of this improvising was done by small gypo loggers. Some were starting to make their own dozers. There were some very ingenious contraptions. A lot of those ideas would no doubt be observed by some of the larger companies and equipment manufacturers. If it was Willamette Iron & Steel or Hyster or one of the equipment concerns, they would make use of a lot of these ideas that some of the little contract loggers had come up with. They took Stamm's blade and did some remodeling. There were quite a few people developing the bulldozer blade at that time. The argument at first was whether you needed force to push the blade down into the soil. That is what Stamm overcame with his blade. It had a curvature so it could just go right into the ground. Of course Le Tourneau was doing just about the same thing at the time. Also you had the question of whether it would be hydraulic-operated or whether it would be a cable lift on the front of the machine. You even have these variations now to some extent.

Fry: With the cable lift?

Miller: With the cable lift and also by pushing the blade down into the ground using a hydraulic pump with hose connections to a cylinder attached to the blade. Of course differences developed in the design of the blade for what it was intended. You might want a blade for land clearing only with no dirt to pick up, only branches, tops and debris. You might want a blade for pushing dirt for a considerable distance. They even experimented with making closed ends on it like a big scoop. The carrying of dirt for some distance was one of the ideas that Stamm worked on. In fact he wrote an article about how to make fills, how to use the dirt that would spill off on the side to make a trench way. It would not require any changes to the blade itself, because the buildup of dirt on the side would hold the material in one path. That is done a lot nowadays.

The bulldozer, of course, revolutionized the building of roads and railroad grades altogether. We started to eliminate trestles and expensive bridges after we found out we could move dirt so much cheaper. I can recall when we first came to Cathlamet it cost around thirteen cents a cubic yard. This was considered very good. When we had the bulldozers working right the cost dropped to about a third of this figure or around four cents a cubic yard.

Fry: This is expensive road building that you're talking about?

Miller: Formerly, the yardage costs in the building of logging railroad grades were almost prohibitive. I can recall in the redwoods we used to operate pile driver crews to build trestles alongside hills just to get away from earthwork. I had three driver crews at the Northern Redwood Lumber Company plus maintenance bridge crews, and they were working all the time. That was because earthwork was costly even with the steam shovels.

Fry: You say it lowered it from fifteen cents to four cents?

Miller: Around that I would say, yes. But again that's a lot lower than what it used to be by the old hand-shovel methods that were used. I don't know whether you recall hearing the term "trapping."

Fry: No.

Miller: The Norwegians used to be pretty good at that and also the Swedes. They were just natural for that kind of business. Where there was a lot of material to move they would put in a small tunnel down on the floor of the grade. When they were going through a large cut, they would build this tunnel along the grade load first. They would have little dump cars that ran on light rail. On the top of the tunnel they would have a place or places where they could hold back the earth from up above, similar to what you see in these bunkers that fill trucks. That's what they called the "trap." They would start the dirt falling from the top and under the force of gravity the dirt would fill up these little cars in a hurry. Then they would push it onto the fill or waste site, dump it and come back for more. They did not have to handle every bit of dirt to load up the car. Even at that, we used to figure that fifty cents a cubic yard was a fair price.

Fry: In Cathlamet, where you were working, could you tell us anything about the various problems that you encountered as the bulldozer was developed. Do you remember any frustrations? Times when you thought it might not work?

Miller: As far as frustrations go, I think everything about the woods makes for plenty of frustrations. You don't have to worry there going to be a lack of frustrations. Everything gets to be a problem. There are no two things or situations quite exactly the same, and you can certainly arrive at any amount of headaches you want.

Fry: Almost everything is a brand new problem?

Miller: Yes. One of the main things bothering you in this coastal country is that the weather is not just tailor-made for building grades. You have lots of rain, and you learn to do things at times when you would rather be doing something else. We had lots of big and little problems.

Miller: Also in early days--even with shovels and bulldozers we had frequent breakdowns in the field. When a piece of equipment breaks down way out miles from nowhere, then you would have to rig up shears or A frames with block and tackle to lift drums out of the machine. You can rest assured that it wasn't anything to make you feel very comfortable.

Oh, you got some frustrations all right, but that was pretty much accepted as part of the game. You just had those problems right along. You had schedules to meet too, because those roads had to be built. A logging railroad was not built just like a main line railroad. You just got it built and sometimes the spot was even logged before there was enough ballast for the ties. The logging was always crowding the construction.

Fry: Do you remember if there was any time in the development of the bulldozer blade when it looked like it might not pay off?

Miller: No, I wouldn't say that. There is a saying that most everyone who works in the woods has to be about half crazy. You have to be somewhat of an optimist.

Even though there were a lot of problems there, no one doubted for a minute that the thing was going to work. It was just too good an idea. There might have been times when it was not working out as well as we thought it should. It was tougher working a bulldozer when the weather was wet than working a shovel. For a long period we kept shovels and bulldozers together. We would work the shovels when it rained, and we'd lay the bulldozers off. The shovel could work right through, but we didn't do away with the bulldozer just because of that feature.

Road Construction

Fry: Did you have troubles adapting the bulldozer to the steeper terrain?

Miller: That never bothered us at all. You could always "pioneer" something through. The only time we would get stymied a little was if we had solid rock which required blasting. It might hold you up a little from that standpoint. The larger shovels could dig rock at times which the bulldozer could not handle. A bulldozer was just as well adapted for steep terrain as a shovel and it had one big advantage over the shovel. You could use your material to make fills. We changed our method of logging railroad location by more balancing of the fills and cuts. Previously,

Miller: the shovel could only build fills by using the dirt adjacent. The bulldozer changed that. Shovels have become pretty much relegated to ballast loading of trucks and similar work. It was a transition period at that time. In the last days of railroad building we started using dump trucks to do the ballasting. That was one of the things which Stamm was quite interested in. We would first build a road to run trucks on. Then we laid our ties and steel on a grade which was already ballasted. After the steel was laid, all it required was some anchor ballast and leveling up.

Fry: What's anchor ballast?

Miller: Anchor ballast merely keeps the ties from shifting. That type of construction was quite well received by the crews who had to lay the ties and steel. Much of this work was done in the rain and the mud. It was a difficult job for them to stagger out with ties and go around the steel car because the steel car had to be up in front and the ties on the back end. Sometimes they put the ties on top of the steel. But in any case you had to pack ties around in the ditches. Also the ties would be laid in the mud. When we finally arrived at the idea of building a road first and then laying the ties and steel on this road, we found out we could never go back to that other method. We did get some economies that way. We got a better railroad grade I remember. But, of course, this was in that transition period I was telling you about.

Fry: That's an interesting period. Was this just before the war?

Miller: Yes, it was just prior to World War II.

Fry: I guess you were building more truck roads then too.

Miller: Yes, we were building some truck roads as feeders to the railroad. You found out that some of the things you could do for truck road building adapted very well for railroad building. The handling of ballast was one of the big items.

Development of Other Machinery

Fry: Now, I wonder if you could just give me an idea as you look back, of what you feel the real significant developments were outside the bulldozer blade, in machinery for logging operations.

Compacting Equipment

Miller: If you leave out the bulldozer, you have a lot of other ideas such as better equipment to do blasting, better explosives, etc. You have powered rock drill rigs to drill larger holes for blasting in rock. There are a great number of innovations almost too numerous to mention. One of the ideas that helped a lot was the conservation of ballast or road metal, which is always a very expensive part of the work. In fact, it used to make up about seventy percent of the total cost of the truck road. Ballast cost was the reason for giving thought to grade compaction. It required less ballast on a compacted grade. Ed Stamm was much interested in this and we bought lots of equipment for compaction. I think it helped tremendously. We found out that one of these compaction machines had a heavy mesh grid, approximately two inches by two inches, called a grid roller. It could actually crush ballast in the road itself. With certain types of rock soft enough to break up, we would dump it on the grade and then use this grid roller to break it up into road ballast.

Fry: Right on the spot?

Miller: That's right.

Fry: That was a big step, I guess?

Miller: Concerning equipment, one improvement in equipment is larger dump trucks. This gets away from the four and five yard size and goes up to the ten and fifteen yard sizes. If you use the larger dump trucks in building the road, you get a certain amount of ballast compaction and they will stand up under logging truck traffic. That was an improvement.

Fry: Was this compacting equipment tested and changed in the field with you?

Miller: Yes. First, we had tried out the old conventional type heavy roller which was towed by a tractor. Later we experimented with equipment using rubber tires. One piece of equipment had a rather large box which could be filled with water, sand or any type of material. Water was the most convenient because you could empty it and lighten the load if you wanted to.

Fry: This is to give it weight.

Miller: Just to give it weight. Then you had those grid rollers which were weighted down with large concrete blocks. When you didn't have any special compaction equipment at all, you probably used

Miller: your loaded dump trucks and you would just go back and forth, but you never quite got the same effect. A piece of equipment we used when we really had to make a good foundation, say to lay concrete on, was the sheep's hoof roller. The sheep's hoof roller is the one that has all those metal studs sticking out. I suppose they resemble sheep's hooves. They just poke the material down. You could get very good compaction with one. You had to be careful when you used it. If the material had much clay and was too wet, you would pick up the surface like a carpet. We got into the business of hiring soil testing laboratories to bring their men out and make tests. They would tell us when we had the optimum water moisture content for best compaction. They also made tests for maximum soil density or compaction.

Fry: Did the testing labs actually contribute a lot to the progress?

Miller: I think so, to a certain extent where we wanted good control. Actually we did not do this on all the roads. We did not do it on logging roads only in a very limited way.

Fry: Your major roads?

Site Preparation

Miller: Yes. We also did a lot of earth moving which had nothing to do with roads. We made preparations for sites for sawmills, veneer plants, chip storage sites, etc. That's where we used the services of the soil testing laboratories.

Fry: Oh, I see.

Miller: We had representatives of Pittsburg Testing Laboratory in the woods for some time. They were interested in the problems we had such as getting quicker results on soil tests. They were trying to find easier and faster ways to handle some of these tests. They never did come up with anything that was a pushbutton type of solution however.

To mention a few additional innovations that have come about in the construction of truck roads we might mention the "ripper." This was a stoutly designed steel hook or tooth that was either mounted on a separate two wheel trailer or was fastened to the bulldozer blade. It would dig hardpan or solid rock if not too hard. Then there were the large carryalls or scrapers that would take loads up to fifteen cubic yards or more. Strictly speaking,

Miller: this type of equipment was developed by the construction industry engaged in highway building and earth dam construction. The loggers adopted this equipment when they commenced upgrading their main truck roads.

The use of self propelled motor graders increased tremendously when more and more roads came into being. Around 1964, for example, Crown Zellerbach Corporation had in excess of 2,500 miles of usable truck roads in their northwest timber operations.

The use of "back hoes" or trenching buckets as an auxiliary attachment to tractors or small shovels came about. This was primarily for ditching work and the installation of culverts. The use of small front end lift type loaders with buckets to load loose dirt or ballast into trucks is now widespread.

There were many other innovations. Time and space does not permit including all of them.

Fry: I wonder if, as these ideas evolved and were tested and something new tried, there was much sharing of this information?

Miller: You mean with other companies? There certainly was. We would go and look at their innovations and they would come and look at what we had. We had lots of visitors.

One of the innovations I was going to mention in connection with site preparation has come about fairly recently. It does involve a lot of dirt moving at times with considerable ballast. It is known as a dry land sorting area. I don't know whether anyone has talked to you about sorting areas.

Fry: I know what it is but I don't have any information on the evolution of building the sorting area.

Miller: Sorting areas came about because we wanted better sorting and scale on logs. We also wanted to get rid of the sinker problem because you could handle these logs on dry land. You could eliminate a considerable amount of manpower. Formerly you had a ten or fifteen man boom crew on the water who pike-poled the logs around. That was the customary way of segregating and sorting logs and still is in many places. If you did this with one or two machines costing \$100,000 more or less, you could eliminate possibly four to six men. The machine would pick up the logs placing them where qualified log scalers could scale and grade them. You would get a better grade and scale on your logs. Naturally some problems in building these areas came up.

Fry: You mean in building a sorting area?

Miller: Yes, now you are talking about an area anywhere from four acres up to thirty acres or more. To flatten that out and provide for drainage is a problem in itself. Then, because of the tremendous axle loads on the large machines, the ballast requirements are fantastic. Some of these large machines, "stackers" as they are called, are capable of lifting loads up to sixty tons. To me the concept of the sorting yard or area was one of the most significant developments in log handling in the past few years.

Fry: Was Stamm all for this right from the first?

Bundling

Miller: The sorting yard idea came about somewhat after Stamm's time. I think it was thought of even then, but it was one of those ideas that developed, more or less snowballed you might say, in the last four or five years. It was the solution to several problems. It solved the problem of logs which sink in the water. It solved the problem of getting a more accurate log scale as well as better log grading. It did away with depending on tide and lack of sufficient water at times. It permitted a certain amount of log storage when this was desirable. Just to sort logs in the water is quite a problem nowadays, because you never seem to have enough room. You generally have five or six species each with numerous grades. In some cases you may have over thirty sorts. You can't get the water frontage for this like they used to. The laying out of booming grounds was quite a large part of the logging engineer's work. Even now it is still a problem as now they have to either be updated or coordinated with a dry land sorting yard. Water transportation is still the cheapest where this can be done. Frequently we have the sorting done on land with the logs bundled according to species and grade. They are then placed in the water. A small boom crew then forms bundle rafts.

Stamm and Denman had the idea of bundling logs over forty years ago at Cathlamet. I don't say they were the only ones with this idea because it had been considered by others for many years back. However, Stamm and Denman did try it out on small logs that were mostly tops and poles back in 1926 or 1927. They had a lot of real small stuff from the Bradley operations near Cathlamet, Washington. If the small logs were placed in the water, they were just like matchsticks. A boom man could not stand on them, so there was a lot of opposition to handling that type of material. But, if you bundled them, and put straps around them, why then you could walk on those logs and handle them easily.

Miller: Bundling has been accepted by all the industry, not only for transportation but because it cuts down the water surface area you need for the storage of logs. That was one of the things I would say Denman gave a lot of attention to. The sorting area or yard was just merely an extension of the idea of log handling. It went a little farther in that it tackled the problem before the logs were put in the water.

Fry: Was there much of a problem on how to bundle?

Miller: Yes. All kinds of ideas were worked out. They had floating rigs in the water at first. The idea was to get the line or strapping underneath a bunch of logs, then tighten it. Also, they wound up doing a lot of bundling on the trucks. They still do a lot of it in the water, because there are many times when you cannot have all the species separated on the truck as you take it from the woods. We have tried that also, but it doesn't work out because you have to take the logs in the order you get them at the landing. You may have a mixed load, and then you have to break that down by breaking the bands and then re-sorting. They might want to put it in the water to take it somewhere else and then it would have to be bundled on the land and placed in the water. Depending on circumstances you either bundle in the water or on land.

Transportation of Logs to Mill

Fry: What about this whole idea of transportation? Could you give a similar rundown now on what the important developments have been on that?

Miller: You mean to the railroads?

Fry: Yes.

Miller: Of course transportation starts right from the time you cut the tree. You may fall the tree towards the landing, in the direction that you want it to go. Logging is nothing but transportation anyway. It's either done with lines or cables or it's done with a crawler mounted tractors or rubber tired skidders, which drag the logs over the ground. Incidentally that was an area they spent a lot of time on, this field of machines towing logs.

Fry: You mean towing the log?

Miller: The towing of the logs in the woods, "tractor logging" you might call it. That is done now with the idea that you can go out to get certain species in the woods and leave the others stand.

Fry: But you couldn't do that at first could you?

Miller: Not until the bulldozer came along. The bulldozer made it possible to go into some of the rougher terrain. The layout of tractor or main "cat" roads was part of the logging engineer's job in early days. We built roads for tractor logging, in some cases even by contract. Then the loggers came along and they punched out secondary roads just to get to the individual trees. The main "cat" roads went back as much as two miles or more from the truck roads, or the railroads. We built the tractor roads to the truck roads and to the railroads.

Fry: What about the air tongs?

Air Tongs

Miller: One of our superintendents in our operations, Lou Reese, worked on that. He got the idea from seeing how sugar tongs operate. I believe that Axel Brandstrom, who was Crown Zellerbach's forester, had this same idea also. However, Lou Reese was the one who had the shop facilities at Cathlamet and I would say he built the first one that worked.

Fry: Now wait a minute; what did you say about sugar tongs?

Miller: Well, you've seen these tongs with the three prongs so that when you press one end, they spread out. You can place it over the sugar cube to lift it. You can also pick up little brass rods or pencils with them. Well, that is where they got the idea. To put these tongs on the machine did away with a man on the ground.

Fry: These were kind of cable-operated tongs, weren't they usually?

Miller: Not at first. They were operated by hydraulic or air cylinders. They usually converted a shovel for this purpose. The tongs replaced the bucket on the end of the dipper sticks. These sticks could go back and forth, so actually the operator could pick up a log anywhere from the top of the log pile. If your shovel was at the rear end of the truck being loaded, you could slide the log along on the truck. This would make it come out right on the truck as far as positioning was concerned. This was quite a feature, but now they also have the other type which

Miller: are grapples operated with a cable. They will open up and if the operator has become expert enough, he can throw them right on top of a log pile and pick out any log he wants. He usually hooks on a log about one third of its length and places the short end up underneath the boom. That is what you call "heeling" the log. These ideas of log loading are based on the heeling principal, where one end of the log would rest up underneath the boom and you would just stiff leg it right around and put it on the truck.

Fry: So it could be cantilevered from the boom.

Miller: That's right, yes.

Fry: I found out yesterday that Lou Reese was able to obtain the patent on this and receive the royalties. In your experience, do you know of any other example where a company employee developed something and was able to get the benefits?

Miller: Offhand, I cannot recall any in the logging game. As far as the tongs were concerned there were other companies which used them. Reese collected royalties on these. At the moment I'm not prepared to say just which companies use the tongs. Usually if a logger invents anything at all, there is always someone who wants to improve it. When the grapple came along it had some advantages, so our company began using them as well as the air tongs. They all have different applications. The air tong is limited in certain ways; it can only reach out so far because you actually have to put the tong on the log. The grapples are suspended on a line from a boom, so a good operator can throw it out. Consequently, he can cover a larger area. He can also lift a little higher because his boom is usually longer.

Innovations

Fry: Do you mean to say then that these ideas are pretty much community property and that really there's not much patenting done?

Miller: I think Lou Reese had a good idea and he had a valid patent. If I can digress a moment; in the days when we were doing all our chunking on the railroad right-of-way, we were using tractors with drums and lines. It was like rigging up for a high lead side. We had a man by the name of Jack Buckley doing our chunking. He was like most of these loggers who had been in the woods for a long time as far as ideas were concerned. He had a patented hook

Miller: which unhooked automatically when the log was brought up to the deck at the spar tree. Buckley didn't want anyone climbing over the pile of logs to unfasten the choker, so he developed this self-unhooking idea. Buckley had it patented but never sold any to speak of. As soon as another logger saw this hook, he could hardly wait to get back to his camp to invent an improved version.

Fry: It was always possible to get a small variation and make your own.

Miller: That's right. That's only too true, and I think most loggers were natural born inventors. They see something new and think, "I can beat that." I think that is one reason why the industry get ahead like it does: because they don't feel bound to slavishly follow what the others are doing. You can rest assured that most of them will come up with something different and most of it is an improvement. Others will come and take a look at it and then go back to their own operations, and every mother's son will come up with a different idea. Invariably he thinks it's a little better. I think that's all to the good.

Fry: Well, in the short time left, maybe you could just give me an example of this in your own experience. Can you remember going and seeing something that was being done by some other company which you came back and applied to Crown Zellerbach?

Miller: That might be a little hard to do. I know that at times you may take some radically different approach. To illustrate, the Weyerhaeuser Company had a sinker problem which we thought was pretty well solved. They had a platform at the foot of the log ladder where they floated in the log bundles. You understand that bundles have sinker logs in them. That is the reason they put the heavy sinker logs in bundles to keep them floating. When they broke the bundles apart in the water a lot of these logs would sink. Our mills had that same problem. Weyerhaeuser had this platform which had hoisting cables fastened to each of the four corners. They would sink it and float the bundle over it. When the bundle was broken apart, the platform would catch the sinker logs. Raising it to the surface would enable them to attach a choker and pull the sinker log to the log ladder.

I recall taking some of our people to where the Weyerhaeuser personnel put on an exhibition for us. Our delegation was made up of those who operate the booms. However, they were still loggers at heart as far as wanting to come up with a different version. Although Weyerhaeuser is a big company, they do not spend money recklessly if they can help it, and they had very little money in this particular platform idea. It was down at the Longview operations when I showed it to our representatives. Well, our people managed to scheme up a different way that had

- Miller: little resemblance. Instead of the platform, a shovel with a special type sinker grapple was used. This machine was stationed at the log ladder so the sinker logs could be quickly recovered. In the end, the same result was accomplished.
- Fry: You tried not to repeat their floating platform.
- Miller: Yes, you did not want to be a copycat; let's put it that way. Of course, it was not too specific a problem. It would be hard to come up with two situations exactly the same where a solution could be changed in some minor aspect, such as dotting an "i" or crossing a "t" in a different way.
- Fry: I wonder, Mr. Miller, if in these days when large machinery manufacturing companies actually go out and hunt for innovations which they themselves underwrite in hopes of eventually getting an order from the larger lumber companies, is there a little bit less of this innovation going on in the woods on the part of the large timber operators themselves?
- Miller: Well, I don't know that I fully understand what you mean. Do you mean whether the big outfits are willing to do it, or do we want the equipment manufacturers to do it all?
- Fry: Well, I thought perhaps a lot of this had been taken over by the heavy machinery manufacturers.
- Miller: They will come up with their ideas, but then they always go into consultation with the logger who is going to use the equipment and if it's a good idea they will not turn it down.
- Fry: I see, so you can still go to these people and use your own ideas.
- Miller: I would say yes.

It's very hard to patent anything in the logging industry. You might say that it stays that way and no one ever makes a fortune out of their inventions. Possibly Reese might be a little exceptional in this regard. Possibly he got more than the average return. Still, a lot of loggers try to figure out something different that will do the job. They have been successful in doing this, as witness the grapples. That's the way you get new things, like improvements on the bulldozer blade. When the bulldozer blade first came out, every Tom, Dick and Harry could see it was a good idea. I saw some odd looking contraptions made up by some small gyp logger with only a "sixty cat." He would work on it, and the next thing he would have a blade fastened to the "cat," which would do the work to his satisfaction. He got away from making a big investment in a new piece of equipment. At least he saved money, because none of this equipment sells cheaply.

Fry: That's right. You're speaking about the little gyppos.

Miller: The little gyppos, yes. You can't overlook their contribution. They do come up with ideas all right. All the new ideas do not come from the big outfits by any means.

Fry: In Crown Zellerbach if someone had an idea for changing a piece of machinery in the woods, your office would work up the working plans?

Miller: In former days, yes. Possibly some ideas now would be drawn up by the engineers. In the early days we made drawings of blades, drum shafts, hooks, etc., but now the work has gotten to the point where there are just not enough logging engineers to do this. Occasionally, you might get some simple thing drawn up, like a hook or piece of rigging. Formerly if you wanted to change something on a skidder, I would make drawings. However, this type of work is more or less taken over by the equipment people. They have engineering offices which are better qualified to do this.

For instance, we have gotten into better bridges in the woods. We are building steel and concrete bridges and for that we retain outside engineering firms to handle this work for us. On new equipment their engineers will come to our people for discussions. They will make the drawings and sketches which are submitted to our loggers for approval before going ahead.

Fry: Our time is up, I'm sorry to say. Thank you for coming up here today and giving your time.

Miller: It has been a pleasure to me also. One does not realize how extensive a field this development of logging and construction equipment in the last four or five decades is, until you actually get into the subject. It seems as though much has been overlooked.

I thank you for the privilege of coming up here.

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Owen W. Bentley

LOG SUPPLY MANAGEMENT FROM 1920 TO 1965

An Interview Conducted by
Amelia R. Fry
in January 1966

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INTRODUCTION

Owen Bentley spent his entire working life with the Crown-Willamette and Crown Zellerbach companies, beginning as a surveyor, timekeeper, and accountant in 1920, and ending his career as the manager of the Crown Zellerbach Columbia River woods supply operation in Portland. Born February 11, 1900, Bentley grew up in Oregon and attended the University of Oregon before he enlisted in the wartime U.S. Navy in 1917. Early in 1920 he joined Crown-Willamette and worked in the woods near Astoria, Oregon, Truckee, California, and Cathlamet, Washington before being transferred to Portland in 1928 to assist in log purchases and sales. By the time that Bentley retired from this office in 1965 he was in charge of all phases of log procurement, sales, storage, and transportation, and also chip procurement.

Bentley was concerned with purchasing and distributing logs during the Great Depression, World War II, and the post-war period of expanding markets, and in his oral history he describes the market conditions in the timber industry during these three periods. He emphasizes the increasing importance of coordinating log buying for the mills during the Depression. The war brought federal control and shortages of labor and material, which encouraged Crown Zellerbach to use chips to manufacture pulp and paper, and to use different species of wood. The company also was involved in supplying spruce for aircraft lumber. After the war Crown Zellerbach developed an export market with Japan, and also clashed with the Federal Trade Commission when it was ordered to divest itself of a newly purchased mill at St. Helens.

Amelia Fry of the Regional Oral History Office interviewed Owen Bentley in Portland, Oregon in January 1966. Bentley reviewed the transcript of his interview, which Fry edited, in 1968.

Catherine M. Scholten
Editor

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Early Life

Fry: Why don't you start by giving us your full name, where you were born, and a summary of where you lived and where you went to school.

Bentley: My name is Owen William Bentley. I was born in Butte, Montana, on February 11, 1900. When I was only four, my family moved to Newport, Oregon, in Lincoln County, on the Pacific coast. I went to grammar school and high school in Newport and then subsequently I went to the University of Oregon in 1917.

But at that time we were at war, and I enlisted in the Navy in 1917 and served until the war was over in November or December. After that I worked briefly for the Bureau of Public Roads in an engineering capacity.

Then in February of 1920, I went to work in the woods for Crown-Willamette Paper Company, then at Astoria, Oregon. This has been my career from 1920 until I retired in 1965. All of my working career was with Crown-Willamette and Crown Zellerbach.

Joins Crown-Willamette

Fry: What was your first job with Crown-Willamette?

Bentley: My first job with Crown-Willamette was in an engineering capacity. My brother and I worked on highway and railroad surveying for Crown-Willamette Paper Company at their operation out of Astoria. This job lasted for only three or four months, after which I was employed by the company in a capacity of time keeper and accountant.

Bentley: I'd been at Astoria for about a year when in 1921, I was transferred to Truckee, California, where we had a woods operation. Here I was placed in charge of wood cutting and wood transportation of our timber down there to our mill at Florison. I was in Truckee, California, until 1927, when the mill at Florison was closed down and they transferred me back to Cathlamet, Washington. There I worked for about a year and a half in the woods again, briefly as a time keeper and then as a scaler.

I was transferred from Cathlamet to Portland in 1928 to assist in log purchases and log sales, and that was the area in which I continued to work in varying capacities until I retired as Manager of Wood Supply for Crown Zellerbach in the Columbia River area.

Fry: Did this also include wood sales?

Bentley: Yes. Log sales, log purchases and also chip purchases, and all of the related transportation, storage and the handling of pulp material to the four mills in this particular area.

Transfer to Portland as Assistant Log Purchaser

Fry: Well, maybe you can give me an idea of how your job of buying and selling of wood and its products increased in complexity, from the time it started and through various policy changes. When you first started at Portland, for instance, what were your major duties?

Bentley: I was transferred to Portland in 1928. At that time we had a mill at Camas, Washington, a mill at West Linn, Oregon, and a mill at Lebanon, Oregon. These were very small mills in 1928 compared with what they are today. I can't at the moment recall the exact footage that the mills consumed at that time, but it was all logs. Our paper mills did not use any other wood, like in chip form, as they do today.

So log buying at that time was simple compared with what has since developed; and log sales were in the same category. I handled the purchase of pulp logs for the mills, and the selling of the higher grade logs--sales logs--to sawmills, plywood plants and shingle mills.

But my guess would be (and it would be only a rough guess without looking back at the records) that our consumption of logs for those three mills couldn't have been over maybe a

Bentley: hundred to 120 million feet a year, whereas now we're up to pretty close to a billion feet a year in all forms of wood.

So the growth of Crown Zellerbach from '28 to '65 is reflected in these figures, and of course the scope and complexity has been greatly increased from what it was in 1928. Buying and selling was a matter of contacting three or four large logging companies and arranging to buy their annual output of pulp logs; and in turn contacting a dozen or so sawmills and plywood plants and selling, on a year's basis or a year's term, part of their requirements of our high-grade logs.

Fry: What species of log did you sell?

Bentley: We sold Douglas fir peelers and sawmill logs. We sold spruce sawmill logs, and we sold a limited amount of hemlock which went into box plants primarily. There was very little selling of hemlock in those days for sawmills. Hemlock was considered more of a pulp species in '28 and going into the thirties.

Fry: To make wooden boxes?

Bentley: Well, they made box shooks (which went into vegetable containers and things like that) out of hemlock, also spruce, which in those days was primarily used for orange crates.

Fry: I think the Annual Report of 1928, which is the year you came to Portland, reported a very grim picture that overproduction was a problem, and the price of paper had slipped. When you first came into Portland, what could you do, in your capacity, to adjust to any problems of overproduction?

Bentley: Well, we had a logging operation at Cathlamet, Washington, where I was working before I was transferred. We had another logging operation being started in Clatsop County, Oregon. These were the two areas where we were logging. And logging in 1927, 1928, and 1929 was in the same relative capacity as our requirements for the mills. In other words, a very small capacity.

Those two operations didn't produce a great quantity of logs, and I can't recall particularly that we had any real problems: if the mills were not running full, we simply shut our logging operations down. We must have had problems, but we were geared to pulp and paper primarily. It was that simple in those days. We ran enough to take care of our requirements coupled with what we purchased, and we only bought and produced enough to take care of the two mills on the river.

Bentley: The mill at Lebanon in those days was a consumer of cord wood, which was all bought on local contract from farmers and other wood suppliers in the Lebanon, Oregon area. That's down in Linn County. Lebanon was a very small mill with one machine; I think their production was around thirty tons of paper a day, so it didn't take very much wood to take care of their requirements. But the real pinch, as far as my recollection goes, was when we got into the thirties, when we really hit what was known as the Great Depression.

Management During the Depression

Fry: How did you manage to cut back, and cut back, and cut back in the logging operation? This would have been not your decision, but I would like to get an idea of the procedure, which must have been pretty much of a torment at that time. Whom did you talk with when you had to make the rather painful decision during the depression to cut back?

Bentley: Well, Mr. Denman was my superior. He was top man in the Timber Department in Portland, and beneath him was Mr. Stamm who has since passed away.

Mr. Stamm came to Portland, I think, in the early thirties, and he reported to Mr. Denman; Mr. Stamm was the Logging Superintendent in charge of woods operations. Mr. Don Denman was at that time manager of our logging operations in the Northwest. He died last year. The decision to run our logging camps and to buy logs was arrived at by Mr. Denman meeting with our corporate representative in Portland. The corporate representative had charge of the paper mill production.

Mr. Denman would talk with this gentleman, the corporate representative, and they would discuss the requirements of pulp material for the mills which were geared to the production of pulp and paper; and if there was to be curtailment in the woods, Mr. Denman would be the one to say, "Well, this year we will run our logging capacity at this rate, and we will only buy this volume of logs."

He was the man to whom I reported and with whom I worked, and he gave me my orders. So we just simply had to cut our logging operations to fit the mill requirements. We did this by not buying logs and perhaps restricting our own logging. When this happened, we shut down for months at a time in those days because we didn't have any market for our pulp and paper products, nor any area where the sawmills could consume our higher grade logs; so our sales were restricted at the same time.

Fry: Did you try to buy up pulp logs when the price was low like this?

Bentley: Yes. This was the area where our own production was affected because as we got into the early thirties--1930 and '31--logs on the market became so cheap that Crown just simply could not produce logs at the price for which they could be purchased. I bought logs in large volumes from some of the larger logging operators on the Columbia River for five or six dollars a thousand. (This is in terms of Scribner Scale.) That is ridiculous when you think of today's price. Timber operators sold us logs because there was no place to go with them. Hemlock logs, if kept in storage in the water too long, sink and are lost. So these people had to sell these logs, and Crown bought logs at that time at very cheap prices. Then we immediately restricted our own production of logs because we could buy logs cheaper than we could produce them. This is a rather general statement.

Co-ordinating Log Buying For Mills

Fry: How long did you have to keep these logs before you were able to get rid of them?

Bentley: Well, we didn't then, nor do we now, keep logs in storage for an extremely long time. We can store logs, I'd say hemlock, up to a year, primarily if the logs are placed in bundles as they are today. But in those days all logs were placed in what we called flat rafts. But if we purchased logs, they would normally be consumed I would say within the year at the outside, and some of them were probably consumed within a very short time after they were produced.

With a small mill requirement, it was an easy matter to gear our purchase and production of logs to current transportation. So the logs--once they were produced, say around Astoria--were immediately placed in the stream to be moved on to West Linn and to Camas.

Fry: Most of these logs you bought were for pulp in your own mills?

Bentley: That's right.

Fry: Did you ever resell later when the price went up?

Bentley: Oh no. In those days, hemlock was considered a pulp species and use in lumber was very nominal. Some of the higher grade logs were used for the purpose of producing box shooks primarily, going into orange, apple and vegetable boxes.

Mr. Stamm was the superintendent of all of the logging operations so he was really the man who handled the log production. In those days I helped Mr. Denman prepare forecasts of our log production and our log purchases and the cost to the mills. These were the methods by which Mr. Denman determined how much we purchased as logs and how much we produced. After a log production was determined with Mr. Stamm, he either ran the logging operations or shut them down, depending on the need for logs.

My function, even in those days, was in the area of liaison with pulp paper mill managers, because I was the man who had bought some of the logs, and the other logs that were produced were placed in the hands of our Western Transportation Company. This was our log towing and our paper towing company who handled all of our deliveries of logs to the mills.

I worked with them to see that the logs were moved to the mills, but also began visiting both mills at West Linn and Camas, and discussing log supply, quality, usage, storage, and everything to do with the logs used by these mills. These meetings were with the local mill managers with whom we kept in touch at all times. Then I'd discuss these matters with Mr. Denman, beginning in '27, '28, '29--before Mr. Stamm was transferred from Cathlamet to the Portland office.

Fry: Could you give us names of the mill managers for future use?

Bentley: Well, there was a man named Smith at Camas in those days, who was manager. A man named Frank Drum was assistant manager; he since became a vice president. In West Linn was Mr. Clarence Bruner; he was a mill manager. The man in Lebanon in those days, the earliest mill manager that I can remember, was a man named Dupuis. He was the uncle of Mr. Ray Dupuis who is presently the mill manager at West Linn.

Jack Hanny was mill manager I think at West Linn and later at Camas. He went on to become an executive and vice president at Crown Zellerbach. Malcolm Otis was mill manager at Lebanon and then came to Camas. He was one of the earlier ones and has long since retired. Then there has been a number of subsequent mill managers, but those are the early people with whom I dealt.

Fry: Well, what were the major problems that you had to iron out with the mill managers as the depression deepened?

Bentley: Well, the big problem of course was to try to balance our production and purchase of logs as closely as we could to a descending scale of usage. When it got into the thirties, we became more and more restricted in our pulp and paper sales. This got back into production of pulp and paper, and then back into curtailment on purchase and sale.

My problem was trying to keep the mills happy, you might say, in the kind of logs we were giving them, and avoid the problems of getting too many logs in inventory, which became a matter of sinkers and storage and things of this nature. This was the area in which I spent a good deal of time with the pulp and paper mill management.

Fry: I would think that the mill managers might get quite upset about having to cut back.

Bentley: Well, they did get upset, not only through the problem of using hemlock, but in our total production of logs. We produced white fir which is considered a rather undesirable type of material for use in paper manufacturing. They either wanted spruce or hemlock at West Linn, since this mill was then primarily a newsprint manufacturer. Camas was engaged in the production of bag material, wrapping material and other fine papers.

These paper mill managers of course would be very unhappy if they happened to get a raft or a volume of logs of some species or quality which wouldn't go in the kind of paper which they were able to produce and sell, and this was one reason for our meetings. Our problems of trying to keep our log consumption geared to what we had in hand, and what we were producing, and what we were buying, were with us continually and went all through my career with Crown Zellerbach. I went through all my career dealing in this type of usage with the mills. It was new to me then because I had just come into the picture, but I lived with it all the time I worked for the corporation.

Fry: So one of your major jobs then was getting the mills to take the type of timber which was economically feasible for the mill and adjusting this to quality demands of the paper?

Bentley: That's right. This is the area where the timber department has had to work very closely with our mill people because as they have grown in size, we did not use our best hemlock, but put it all into sales, with the lower end of log quality being considered a pulp log. We have now arrived at the point where we are using a large volume of chips which were formerly a waste product of plywood and sawmill plants. Chips now partially take the place of logs, so this is an area where the timber department and the manager of the woods supply, whoever he may be, furnish the liaison with our pulp mills.

Bentley: We now also have a plywood plant and a sawmill for which we furnish logs, and their requirements have to be considered and met. And as I say, I think it's upward to a billion feet a year now that these mills are consuming. This is a lot of wood every day just going to these mills. It's a job to keep everyone happy. I don't say the timber department always did it to their satisfaction, but I'm sure that over the years we worked very closely and generally got along very well.

Buying Logs From Outside Mills

Fry: I should think you might also have worked with some personnel problems as these things would come back. Did you have any contact with this particular problem in the mills? And in the logging operation?

Bentley: This was removed from my responsibility because Mr. Stamm had charge of the logging operations and the personnel problems that went with the logging. The mill managers handled their own mill personnel. My area was wood supply, quality control, transportation, storage, and delivery. My contacts as far as personnel is concerned were people to whom we sold logs and the people from whom we purchased logs.

Fry: With whom did you deal? You said that at first these were just a few major companies to whom you sold logs and from whom you bought logs.

Bentley: That's right. I have to go back and think of those companies. Eastern & Western Lumber Company had logging operations on the Columbia River and also out in Clackamas County. They had a mill in Portland. We sold them our Douglas fir sawmill logs. We purchased from them hemlock and spruce for both West Linn and Camas.

The men in charge of Eastern & Western at that time were: Mr. Frank Ransome, the president; Mr. Kurt Koler, a vice president; and Mr. Charley Duffy, secretary-treasurer. I dealt with all the gentlemen for many years, buying and selling logs.

There was the Tidewater Timber Company in the lower Columbia River, and Mr. Lew Mills was the manager.

Fry: Did you work directly with men like Frank Ransome, the president?

Bentley: Yes, that was my responsibility.

Fry: And you had to do the negotiating on prices?

Bentley: Oh yes. Of course, with the understanding that I worked for Mr. Denman. I cleared ideas of prices of buying and selling with him.

Fry: Did you have a range within which you could work?

Bentley: Well, we'd discuss what we considered was a going or market price of logs, and we'd say, well, we think this year we can buy logs at a certain range of prices and we hope to sell logs at a different or higher range of prices. When we had thrashed all these matters out, it was my job to go out and try to make the best deals I could buying and selling in these price ranges.

Terms of Purchase

Fry: Did you have to be concerned with the relationship between buying prices of others' logs, and selling of Crown Zellerbach's logs? I mean, were you expected to keep this in a favorable balance?

Bentley: My job all the way through was to buy the logs the best I could, price and quality considered, and to sell our logs at the highest possible prices that I could achieve in the whole marketing area.

Fry: Yes, and the buying price should be lower than the selling price. Was this the expectation?

Bentley: Well, when we sold our best Douglas fir, the price was usually much higher than hemlock--two different species and two different uses. We normally sold high-grade logs for higher prices than we paid for pulp logs. I don't know whether that would apply today or not.

This has been a changing scene in forty years, but in those days we bought hemlock very reasonably, and we sold our fir at prices that today would be ridiculous, for that matter. But they were good prices compared then. We might have bought pulp hemlock for seven, eight, or nine dollars a thousand, and we might have been selling our Douglas fir sawmill logs for fourteen or fifteen dollars a thousand. This was the area in which you might say there was a relationship.

Fry: You used as a gauge some kind of monthly or weekly industry-wide report?

Bentley: Well, in those days, Mrs. Fry, we did things a little differently. We talked with other people about log prices coming and going. I hope nobody can say I was disobeying price-fixing laws, but it was common practice in those days to say to our neighbor across the street, "I'm selling X Company some logs today at this price. Now I don't want you to sell any at any less than I'm selling them. Don't undercut me."

Of course, conversely if I were buying, I'd tell X Company that "I'm buying some hemlock at this price. Now this is going to be the price too," and we'd agree that it's the price. I might even discuss it with a competitive pulp and paper manufacturer. In those days in the thirties, I don't think there were even laws prohibiting this as there are today. I might say that we discontinued this practice many, many years ago.

In those days we had a very strong loggers' association and Crown Zellerbach was a part of that. We met every week at a luncheon in Portland, and we would have in attendance maybe ten, fifteen, or twenty-five loggers who would gather around a table for lunch and discuss log prices very freely.

This was an outgrowth of the old "4-L," known as the Loyal Legion of Loggers and Lumbermen, which went back to 1917 in the World War I days. This group became what was afterwards known as the Pacific Northwest Loggers Association, and it continued until the government cracked down on this kind of meeting and discussion, as far as price-fixing went.

We talked prices coming and going, and this was the common practice. We tried to set a price on logs we bought as low as we could reasonably get it, considering both log sales and purchases. It was the way we determined these prices, and the whole economic picture fitted into that with respect to the pulp and paper business. We might have a depressed paper market when we had a depressed log market.

Fry: You shared this information with most of the other companies?

Bentley: Well, yes. When I'd be talking with Mr. Ransome about logs, he would ask me, "Well, what's the price of hemlock?" And Mr. Ransome would immediately pick up the phone and call Mr. Lew Mills or Mr. Harlan Watzek of what was then Crosset Western, or he might call Mr. John Tennant who was president of Long Bell Lumber Company, or Mr. Roy Morse, and say, "Well, Bentley was in the office and told me he was only going to pay me X dollars for hemlock. Now I don't think that's enough money. I'm asking for X plus twenty-five cents. Now you stay with me." This was the way things were done in those days.

Fry: You'd have to kind of round up support then.

Bentley: Oh yes.

Fry: For each deal.

Bentley: Oh yes. This was the job of buying and selling. It was what I considered free trading in the market.

Fry: How did social life like cocktail parties and so forth fit into this?

Bentley: In my case, it didn't fit into it. I don't think there was too much of that really. I mentioned our loggers' luncheons; there was no cocktail hour or anything like that prior to the loggers' meeting. This was strictly a business meeting, a business luncheon, and we talked business and went about our separate ways.

Fry: Do you think there was some undercutting within these social activities that occasionally happened within the entire industry?

Bentley: Oh, I think some of these gentlemen might have gotten together. You have to remember, Oregon was a dry state in those early days.

Fry: Did they have coffee klatches?

Bentley: They might have had a bootleg bottle or a bootleg keg somewhere. (I know they did because I sat in on some of that stuff too.)

Fry: What I'm getting at is, other ways for rounding out the support for a deal which you had coming up, which one of these men might have coming up. How much underground activity?

Bentley: There was a lot of horse trading, bargaining and dickering, and the information was freely passed between companies, between producers and between sellers.

It was a real competitive market. I might intersperse here, going back to 1918 and through the thirties, hemlock was a pulp specie--it was more supply than demand--and so the urge to sell these logs by producing companies was great. They were competing actually for a market such as Crown Zellerbach would provide to take their logs. So I was in the area on buying logs, where I would sit in the driver's seat, you might say, and I'd say: all right, Crown's going to buy these logs but at this price. You can take it or leave it.

But we couldn't do that after about 1940. When World War II came on, the whole marketing of logs took a radical change. The history of log buying and selling with the beginning of World War II, in '40, in December, changed.

Bentley: But during the thirties of course, between the depression and the supply and demand situation, we would arrange to buy logs, say, from Long Bell. Mr. Morse would come in and say to me, "We want to sell you twenty-five million feet of hemlock this year in one deal. Throughout the year we want you to take all of our logs, and we want a contract, we want an order from you."

We'd say, "All right. We'll write you an order for so many dollars." Well, he might not like it or he might go out and try to shop around with one of the other pulp and paper companies, but we were the large one and we were the dominant one. We bought the most logs, and hemlock is the kind of log that after you produced it, you wanted to get it on its way as quickly as possible to avoid long storage, sinking and handling problems. So they'd want to know when they produced these logs that there was some place they could sell them, and Crown Zellerbach was their best outlet.

So I would talk to these gentlemen, all of them, and Mr. Watzek, and Mr. Mills, and Mr. Tennant, or Frank Ransome, or Mr. Wheeler who had logs. There were a lot of others that might come to me--Mr. Myron Woodard of old Westport Lumber Company and Mr. Winard Evenson of the Benson Timber Company. These people were all selling hemlock because there wasn't any other place to go with it but sell it for pulp.

So the picture has changed now, you see. Reviewing it now, it was sort of a paradise, the way they supplied the log buyer with logs.

Fry: How did the arrival of the labor movement affect your job? For instance, I wonder if it put more pressure on your job for buying logs at a cheaper rate in order to help counteract the rising labor costs, or anything like that? Were you aware of anything like this?

Bentley: Well yes, it was part of my job to work with Mr. Denman, and then Mr. Stamm (when he became logging manager), on an annual forecast of our log requirements for the mills. We'd sit down and Mr. Stamm would say, this is what we expect to produce; and I would fill in the balance with log purchases, and we'd estimate from his production what we would expect to sell. These would all be worked out in cost. The log costs from our own camps, and the log costs we expected in purchase, were all figured out; and we would arrive at an average expected price of logs to our mills.

You mention labor. Mr. Stamm's cost would reflect his labor costs, and this might also get in the area where he might even change his logging plans. I might say, well, we can buy a large volume of pulp log at this kind of a price. Mr. Stamm

Bentley: might say, well, we'll probably shift our emphasis on logging from maybe a pulp area to a sales area in order to allow the camps to run longer, and perhaps at a higher profit for Crown Zellerbach.

Fry: Is this what happened?

Bentley: Oh yes. This kind of thinking went on all the time.

Fry: I mean in the mid-thirties as the labor prices began to rise. Did you shift the log production more to Douglas fir?

Bentley: Well, we reviewed our log production, purchase and sales, continuously, so it happened at times that we would try to restrict our production to pulp material in order not to build larger inventories and try to get more dollar recovery for the corporation from log sales. The timber department is a very significant producer of revenue for the corporation, and of course it was our job to make as much money as we could for the corporation.

Fry: Was there any trend there about this time?

Bentley: Labor costs in the thirties were terribly depressed at the bottom of the depression. It took a number of years for higher labor costs to begin showing up in any significant fashion. I was not brought into this picture on labor costs, excepting for Mr. Stamm's development of his production costs, thrown into the total log production and cost, including purchases and sales. We reflected in our costing a profit item from the sale of logs.

The accounting methods have changed. In those days, if I remember, we used to give credit to the pulp mills for the profit we made on log sales. In other words, the end cost of logs for the paper mills reflected what we could buy at what price, what we could produce at a price; and the profit on the logs we sold was also reflected in a reduced cost to the paper mills.

The accounting was all changed many years ago, and log sales profits now go directly to San Francisco. Pulp logs are charged to the mills at a cost which reflects log production and log purchases.

Fry: This was all types of logs then that were credited?

Bentley: All types, yes.

Industry During the Second World War

Fry: Well, we've talked about the problems of the depression. Now we'll talk about conditions as the situation reversed itself. I suppose you had mills through the forties that worked pretty much at capacity, and during the war there was a problem of keeping them supplied.

Bentley: Yes. Once the war hit us, of course, we went on to price controls too. This affected us drastically because we could only pay so much for logs, and labor was scarce and hard to get; and this gets back to what you're saying about the cost of labor which went up correspondingly. Through necessity the sawmills and the plywood plants began consuming hemlock for lumber and plywood products, replacing Douglas fir which was scarce and hard to get.

The changing scene of log usage soon became apparent, not only in the cost of the logs that we sold, but in the cost of the hemlock that we bought because everything took a tilt up. The only controls at that time of course were price controls, which were wartime measures. They carried on until the war ended.

Membership on the Price Control Board

Bentley: I was appointed as a representative from Crown Zellerbach to be on the Price Control Committee in Washington, D.C., for a while, as a consultant for pulp and paper.

Fry: I think you were called a "dollar-a-year man"?

Bentley: Yes. I was log price control. I didn't relish that assignment.

Fry: It was pretty grim, wasn't it?

Bentley: Yes, it was.

Fry: How did you happen to be assigned to this?

Bentley: Well, we went into this pricing of logs when the Office of Price Administration was in effect. Every industry, as you know, was regulated in pricing. In the wood-consuming industry, the Office had sections: lumber was a section, plywood was a section, shingles were a section, pulp was a section, and pulp and paper logs were a section.

Fry: Industries like Crown were really caught in a squeeze between rising labor costs and rising cost of raw material, and then the difficulty of raising your selling prices.

Bentley: Well, everything was controlled as far as price went.

Fry: Does this really work out? You didn't make a loss, I gather.

Bentley: Well, when you're under price control, it's a very inelastic situation; but there are bulges that occur, and the bulges that came about were supply and demand. Labor was one area where they certainly had to make changes because the cost of labor and shortages in equipment and material were all reflected in higher prices, and so it was a real tough time. It wasn't an easy time in which to live and move in the industrial world, I can tell you that. We had real problems.

Utilization of Chips

Bentley: A development that came out of log shortages when we could not get hemlock logs for pulp at any price, caused Crown Zellerbach to begin using purchased chips to make paper, and also, a lower grade of Douglas fir logs. Our Camas mill reduced usage of hemlock and began using Douglas fir and some cedar in the manufacture of pulp and paper.

Also, we went into purchasing and using chips. I made one of the first chip contracts, I think the first in that period of time with a mill, the Willamette Valley Lumber Company, at Dallas. This was the inception of our chip purchase program. I've been retired a year now, but I imagine our chip requirement for these three mills has gone to 250 to 300 million feet equivalent of logs a year.

Fry: Who was in on this first venture in using chips and made the decision to do it?

Bentley: I was the man who represented the timber department under Mr. Stamm at that time in developing the use of chips. As I say, during the war we brought a lot of our so-called wood logs, our low grade Douglas fir (not only what we produced, but what we could buy) to Camas where they used this log in the manufacture of pulp and paper. When this log became scarcer and hard to get, we turned to chips.

Bentley: All of the sawmills in this whole area at that time were burning their slab wood and their waste material. Every sawmill had a big burner going on alongside of it, and we started working with, as I say, Mr. Swindells of the Willamette Valley Lumber Company in Dallas. This company had been selling their waste wood to the State of Oregon as hog fuel.

So this development was to put waste material into chips. Mr. Swindells, as I remember, was one of our first contacts because he was actually selling, or attempting to sell, some chips. They had put in the first rough chipping plant, and we began working with him to buy his chips.

Fry: So you didn't use your own chips at first then?

Bentley: Well, of course, we made our own chips in our own mills, but we had no sawmills or plywood plants of our own. The marketing area was wide open to go and buy chips. Now our competitors, or some of them, had also gotten into this chip production and chip usage, one of the largest being Longview Fibre at Longview.

So we were not the pioneer, but we were among the first. Crown Zellerbach went from logs to chips about the end of the war because of necessity and also cost. Because this was waste material being burned, it could be purchased very reasonably from the sawmill people, and going into Kraft papers at Camas resulted in substantial savings in our wood costs at the mill.

Fry: Well, it sounds like an open and shut case. This decision didn't really have to be argued about.

Bentley: No. The mills, as I say, having been accustomed to using Douglas fir during the war period, simply changed from a log form to a chip form. The raw material at that time for Camas was primarily Douglas fir; hemlock chips came into usage subsequently. Camas took some hemlock because they were both the sulphite and Kraft manufacturer and producer. But our West Linn plant which was a newsprint producer has only a sulphite mill, you see, and they could not use Douglas fir as does a Kraft mill. They had no way of using it.

Lebanon, accustomed to using white fir and then hemlock, also could not use Douglas firs. We had to work those people into chips after Camas began using chips.

Fry: How did your plant managers take to converting to the use of chips?

Bentley: Well, from a cost standpoint, they were very happy because this resulted in a cheaper pulp and paper cost and made their operation look a lot better. There were matters of quality and pricing, and everything else, to be worked out.

I started many, many years ago what we called wood quality meetings. These meetings began in the thirties in Camas. We met once a month with the Camas management, at a formal meeting at which mill management, the transportation company, the Camas woodmill, the log storage, and timber were represented. We discussed all the problems of log delivery, quality control, and pricing, and they were always current with what we were doing. It was just a matter of continuing to try to do the best job we could to get raw material at the best possible cost.

Spruce for Aircraft Building

Fry: During wartime, did you know anything about the drive to use spruce for plane production and the difficulty in acquiring it?

Bentley: We were a part of that also. One of my jobs in this connection was supplying spruce and noble fir. The old Multnomah Lumber & Box Company was given priority by the United States government to take our spruce and manufacture it into aircraft lumber.

And I overlooked one thing. We did have a sawmill operating at Cathlamet which also was cutting some spruce. This spruce was taken away from our Cathlamet sawmill and given to the Astoria Lumber Company on a priority basis for the manufacture of spruce going into aircraft.

Then here at Gresham, there was a slicer plant. I don't recall the name of it now, but they sliced spruce into very thin stock. We supplied the high grade spruce that went into that manufacture which went into the PBY aircraft boats. So we played that part and as I say, also our noble fir went into this priority for aircraft.

Fry: Were you able to supply all this from your own Crown Zellerbach forests, or did you buy spruce for these high priority things?

Bentley: We supplied all the high grade spruce that we could produce from our own logging operations. I don't believe this took care of the entire demand, but we supplied, as I said, the Multnomah Lumber & Box Company with practically all of their spruce and noble fir. We supplied the Astoria Lumber Company. We supplied this company at Gresham with slicing material.

Bentley: Other companies of course also supplied, with high grade logs under government direction and priority. We supplied a good volume of the demand because Crown is one of the larger producers of logs on the Columbia River.

Fry: What about the attempts to get the Alaskan spruce? Were you in on that at all?

Bentley: I had no part in that at all.

Fry: It was Mr. Denman, I think.

Bentley: He might have been. He was in Seattle at that time, as vice president in charge of timber for Crown Zellerbach, and we had operations up there also which were supplying high grade spruce and some other species for the war effort. He may have gotten into Alaska, but I had nothing to do with Alaska.

Exporting Crown Zellerbach Logs, Post World War II

Fry: I want to be sure that I'm aware of what period we're talking about as your export market developed, and also as the plywood market developed.

Bentley: Well, export began in a small way in the early thirties, as I remember it. When World War II began and we went to war with Japan, the United States stopped exporting logs, and scrap iron, and everything else. After the war ended, for a time there was no exporting, but then the log exporting began again and has been increasing from the forties and has continued through the fifties and early sixties.

I went to Japan in 1962 and started sales as we are presently doing, which is dealing directly with some of the larger trading companies. Prior to that time, and to a degree yet, we still deal with local buyers. We also developed through that original trip to Japan, Japanese with whom we are dealing direct, except that we sell them logs delivered alongside ship. We don't sell them over there.*

*Export logs can be sold "F.A.S." or "C.I.F." "F.A.S." means Free Alongside Ship; that is, delivered to the ship at Astoria, Longview, or Portland, etc. We do this. "C.I.F." means Cash Insurance and Freight. This means chartering a ship, loading it and delivering the logs to buyers in Japan. We do not do this, due to risks, and the Japanese have their own ships and crews and could beat us on costs.

Bentley: But paying export freight, etc. was an offshoot that provided the additional utilization of hemlock from a sawmill and plywood standpoint. This began taking a larger and larger part of our production to a point where chips had to come into the picture to take care of our requirements.

Fry: Did hemlock continue to be the one that was exported?

Bentley: Hemlock primarily, but also white fir, which is a true fir, and noble fir, cedar, and spruce. All of these species came into the picture from Crown's production.

Tied to the changes at the pulp mill were the changes I mentioned earlier of increasing our log sales of hemlock. One of our earliest offshoots of hemlock usage was in the log export market. We developed, with Koster Products Company here in Portland and with Mr. Orville Miller, a market in Japan by ship. This was a screening of the very highest quality hemlock, white fir, and noble fir, and some cedar into this export market.

After the war, the sawmill and plywood plants had developed a taste for hemlock, white fir, and noble fir. These logs were of course what we called our peeler grades--our very highest quality log sold at a premium price, which was a price higher than the pulp mills could pay for these logs and make any money.

So we began splitting off a section of our log production into this sales area, making the corporation more money by so doing than if we used them in pulp. This volume was supplanted by the chips I was talking about at a much lesser cost, so this was a two-edged profit situation for the corporation.

My office was next to Ed Stamm's and we met daily or hourly. In all of this, I had to prepare for him at the end of each year a forecast for the succeeding year as to production, purchases, usage, all transmitted to cost. And he, of course, had the problems then of adjusting his log production and his labor and all of his costs--road construction and all of this work--to this overall forecast. He was in charge of this and he wrote the ticket, but it was a combination of our working together.

Working With Ed Stamm

Fry: I'd like to have a change of pace right here and ask you to tell me what it was like to work with Mr. Stamm. We regret very much that this study started after the death of Mr. Stamm, and so now, from secondary persons, we are trying to get a line on his life, the sort of person he was, and the way he operated.

Bentley: Well, Ed of course came to work with Mr. Denman in 1926, I believe. I was in Truckee, California, at the time he and Mr. Denman were hired. Mr. Denman hired Mr. Stamm; he was working at Korbelt, near Eureka, or somewhere in California, at the time. When I came to Cathlamet, I went to work for Mr. Stamm in the woods, so I knew Mr. Stamm from 1927 until his death. After Mr. Denman became vice president and moved to Seattle, and then San Francisco, Mr. Stamm took over his function. I worked directly then under Mr. Stamm.

Fry: And he and you both went right to the top. How do you account for his success in the company?

Bentley: Well, Ed was a very unique individual. He was very, very capable and qualified, and on top of that, he was a prodigious worker; his whole life and soul was tied up in his work. He was one of those people who never knew when the sun rose or set. He was going all the time, and I think it was a combination of exceptional talent and hard work that put him where he was.

Of course, I think he could have succeeded in almost any line that he attempted because he was a very unique man in my opinion. He was very intelligent, very forward-looking, and very much in the forefront of adapting logging to machinery and developing new machinery, and the utilization of any type of equipment that came along to get more efficient logging, lower cost. He was one of the pioneers and developers during his career in the logging industry in the Northwest.

Fry: Well, then perhaps you could give me some idea of the sort of thing I should try to document about Ed Stamm as I talk with other people. I guess I would need to get a lot of stories and anecdotes that bring out these characteristics of his being a hard worker. And did he have the type of mind then that could innovate?

Bentley: Oh yes.

Fry: Would this be an important thing?

Bentley: Yes, it would because I think that Ed was one of the people who developed the bulldozer in the woods. The first one, at least that I ever saw, was one that Ed had developed down at Cathlamet for road construction to move dirt. They were patented, but certainly the development and full utilization that came about--I think Ed was in the forefront of this thing.

And you should talk to people who were close to him in that area, maybe some of our logging people in the woods, although not too many of them are left, people like Charlie Nichols, and Lew Reese, and Mr. Denman of course.

Ed was in the forefront when we went from flat rafting to bundling logs. We put logs into a package, put steel straps around them and dumped a whole truck load of logs into the water as a unit, then floated this unit to our mills. This cut our log losses, increased our storage space greatly, and cut our towing cost. In the old days, when I came in 1927 or '28, the loss between the woods and the mill could be anything from five to twenty percent, and it was taken for granted because of the sinker problem. Logs would simply fall out of the flat raft as they were towed to storages, or were towed to the mill, or when kept in storage. Well, they were cheap and nobody paid too much attention to them, but when hemlock got high priced and became scarce, this bundling became a very vital necessity and put our log losses down to a fraction of one percent.

The transportation company at the very beginning of my career had all the storage and all the towing under their direct control. The timber department turned the logs over to them. But Mr. Denman early in his career took a more personal interest in this log loss. He said, "Well, I'm going to have a man in charge of this storage and towing and handling."

It developed that I was the man, and I had working under me a Mr. Ed Confer. We took this thing out of the transportation company's hands, and we ran the storage grounds, did the towing, and we gave the orders. I don't say that transportation wasn't doing a good job. This was only part of their function, and it took a little bit closer liaison and control. As a matter of fact, the transportation company was very happy to divest themselves of this function because they didn't have the manpower, nor did they wish to get into it to do this kind of job. And naturally the timber department, producing the logs and buying the logs, was closer to this particular function than the transportation. The transportation company still did the towing, still had storage ground, but I, through Mr. Confer, directed the storage and transporation.

Bentley: Ed was a part of this also because he was in on innovation or development of bundling. Ed had a lot of other areas of developing processes in machinery and things that don't come to my mind right now, but I'm sure that if you talked to Mr. Richen, or Mr. Miller, or some of these other people in road construction and logging, that they will assist you. They can probably tell you about them more than I can.

I know this. He pioneered a lot of new methods and ideas in road construction in logging. In 1927, logging was practically all railroad and then changed to trucking. This was a revolution as far as road construction went. Mr. Stamm was a pioneer not only in logging with new equipment, but different types of equipment: spar skidders and things like that. He was also responsible for changing over to logging with skidders. He had one of the big new machines come up when I was in Cathlamet, and this was a development that changed and revolutionized logging processes. There were a lot of different developments like that where he was concerned.

Fry: And in addition to his contribution in the technological end of it, I gather that in this work with you on the annual forecast, Stamm had to block out locations for timber operations for the following year.

Bentley: That is right. The overall program was geared to logging road construction for the succeeding year and the types of timber in these areas. This was one area where truck logging gives a lot more flexibility than railroad logging because you can put a truck road where you couldn't put a railroad.

Mr. Stamm, in the overall position of having control of log production in purchases and sales, would be always looking to the future in planning the whole scope of his work geared to what these things develop from the forecast, going back to the mills and what we could sell and what we could buy that would make the timber department function as efficiently as possible and as profitably as possible. He was greatly concerned in seeing that corporate profits were as large as they could be, or should be.

Fry: And the cost factors were so complicated it looks to me as though he needed a modern computer.

Bentley: He was almost a computer himself. He was very thorough and capable, and he was a real driver in the sense that hard work was his meat, you might say.

Fry: He could absorb all this information and make a decision then on where the operation--

Bentley: Oh yes. I think he was one of the most successful people in this area that there has been in the Northwest.

Fry: How was he to work with? In labor negotiations, for instance, I understand that he was able to really hold the line and be just as tough as the union bosses when he had to.

Bentley: I don't think he'd back down from anybody or anything if he thought he was right, and he generally thought things through very thoroughly and very carefully. Then when he made up his mind about something, he was really a tough man to move, no matter with whom he was dealing.

Fry: I understand that Denman was the one who probably carried the ball on possible policy changes and such things to the Executive Committee.

Bentley: Yes, Denman to me was a very, very capable and a far-seeing man himself, when you get down to that. Now Don, just to take another offshoot, was one of the innovators in our company of buying land for the corporation, logged off land in pulp areas in the beginning, in '27 and '28 and even continuing into the thirties. What money he could scratch out of the corporation, he plowed into purchases which have been one of the foundation stones of Crown's wood supply. So in the area of policy, yes, Don was very shrewd, and very capable, and very knowing, very knowledgeable; and of course, he and Ed were very close. They worked very closely together, but Mr. Denman was executive vice president and handled these matters in San Francisco. He was one of the executives on the Executive Committee. But these things all flowed from Don on through.

Fry: Can you give us maybe an anecdote or something that would show how it was to work with Ed Stamm in a conference or a meeting, something that would give us a third dimension picture of the man and how he functioned?

Bentley: Well, I don't know that I can come up with any anecdotes right off hand, but when you get down to it, Ed was what I'd call a take-charge type of person in a meeting, or anything else. He was the boss, if you know what I mean. When we had a meeting or a discussion, Ed usually fortified himself well in advance with what the meeting was all about, and he conducted the meeting and usually wrote the ticket. He was that type of an individual. He was the man who was in charge.

Fry: Did you ever challenge one of his decisions? If so, what happened when he was challenged?

Bentley: Well, we had our differences, as you would in any situation, on this forecasting. I might come in and say, "Well, now I have an opportunity to buy X million feet of logs at what I consider a very favorable price." Mr. Stamm would say, "Here's what I intend to do in the area of woods production this year. Now let's take a look at what you're talking about and see how this fits in with our plans here."

You had to understand all the time that his plans came first, and while you might come up with what you consider a very excellent idea as to what you might fold into his plans, he was a man who said whether it went in, or didn't go in. As I say, in the area that he made up his mind about something, he was pretty hard to move. Not that he wasn't fair; don't misunderstand me: he didn't do things from a picayunish or personal standpoint. He was always looking at the overall picture, and it might be his decision that, "Well, this is pretty good. I've got the woods to take care of, I've got labor, and I've got people, and I've got problems; and I think that, well, overall we can fold this into this area and do a better overall job by maybe taking part of what you're talking about. But we won't give this plan priority over this plan." You see what I mean?

Fry: Yes. I suppose too that there might be a point here worth making, that in your job of buying timber from other sources, this had to be secondary to maintaining Crown Zellerbach's own timber production schedule.

Bentley: That's right. This was his field and his prior responsibility. As I say, he had people numbering into the hundreds working for him directly and indirectly. He had personnel overhead, he had costs going on continuously, and he had tree farms to keep operating; and obviously he felt, as we all did, that we should--and did--fill out a plan combining the best of the log production, the best of the purchasing, the best of the chip procurement. And all of these things were folded into an overall picture. As any man in charge, he always had the last word and I don't think he ever did anything from a pickish standpoint.

Fry: I guess that sometimes you did have to bypass some very good purchases.

Bentley: Well, that's a matter of opinion of course. He'd look at what I gave him, and I'd get memorandums from him saying that this is what we're going to do, and I'd cut and fit my cloth accordingly. But this was all right. This was like any job; you have these things come up.

Expansion vs. the Federal Trade Commission, the 1950s

Fry: In the fifties, what were the major economic conditions with which you worked? Was there a consistent increase in intake at the mill and an increase in the timber operations?

Bentley: Well, in the fifties we bought St. Helens. So this added another complete mill to my job of procurement. In fact, I took over that whole mill requirement.

Fry: Can you give us an idea of the size of this?

Bentley: Well, the mill was a ninety-ton mill when we took it over. It had gone down the hill a long way, and Crown immediately put in a big tissue machine which itself produced ninety tons of paper daily; and when I left I think that mill was--I can't say offhand--but it seems to me the mill was up to a couple of hundred tons. (Now this is a guess, but it was way way more than before.)

The mill was largely using Douglas fir for eight-foot wood in its supply. We knocked that all out and before I was through that mill was one hundred percent chips. Well, I'd say ninety-five percent chips. There were a few logs in the mill but they had a very decrepit and archaic wood mill which the company intended to renovate or throw out. But when we got into this divestiture and the suits, why, everything came to a screeching halt because the company didn't want to pour money into a thing which would be taken away from them.

Fry: This was a two-year-long suit, wasn't it?

Bentley: Well, it dragged out for longer than that, as I remember it. See, when we bought St. Helens we had a suit by the stockholders objecting to this purchase. Following that, they had all these hearings with the Federal Trade Commission, and the first orders came out to divest; and these were fought all the way through the Supreme Court. Well, this took, as I remember, three or four years.

This was one area where we took another mill in, and of course Camas kept expanding. West Linn kept expanding to a greater degree, and in Lebanon--we put in another machine down there. This was done I think in the thirties, and that mill went I think from twenty-five or thirty up to about ninety tons.

Bentley: Again, it was during the fifties that the Korean War came on, and we had another screeching halt and price stabilization, and the pains and aches of that to go through. And then in the fifties, or late fifties, we built our veneer plant at St. Helens to use Douglas fir logs.

Then we went into the sawmill, so we expanded our own consumption of logs through those two mills, in addition to the large increase in capacity in Camas, in West Linn, in Lebanon, and in St. Helens. We were going up in St. Helens by leaps and bounds too, you see.

Fry: You were doing a great deal of buying, I guess.

Bentley: This was an expansion of chips more than logs. Chips were really where we began. Lebanon went from nothing in chips to a hundred percent. St. Helens went from a very small percentage to practically one hundred percent. Camas went from twenty or twenty-five percent I think probably up to fifty or sixty percent now. West Linn went from nothing up to I think about fifty percent in chips. So you see the impact of chips came on through those years.

Fry: I'm afraid I've kept you overtime. Thanks so much for your time; you've tied together an otherwise fractionated picture.

Bentley: There's much more to it, of course, but maybe this will give a general idea.

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John Dewey Ollsen

DEVELOPMENT OF COST MANAGEMENT IN NORTHWEST TIMBER OPERATIONS

An Interview Conducted by
Amelia R. Fry
in February 1966

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INTRODUCTION

John Dewey Ollsen supervised the costs of Crown Zellerbach timber operations for almost forty years, culminating his career as Timber Controller of the Northwest Timber Operations. Ollsen began his life in the timber industry in 1921 working in the woods as a transitman and scaler with the Palmer Lumber Company of La Grande, Oregon, where he had joined a friend from his native Wisconsin. He moved to Thomas and Meservey, Timber and Logging Consultants of Portland, Oregon, in 1922 and worked with them as a cruiser and logging engineer until 1927, when he went to the Washington Pulp and Paper Company in Port Angeles, Washington.

The direction of Ollsen's career changed in 1928. A serious injury in the woods put Ollsen in and out of the hospital for almost the entire year, and while he recovered he studied accounting to prepare himself for an office job. During Ollsen's illness the Washington Pulp and Paper Company merged with Crown Zellerbach, and when Ollsen returned to work it was as the office manager and engineer at Crown's Neah Bay operations. From 1929 to 1933 he watched over the costs of the logging operation and the chipping plant at Neah Bay, moving to Cathlamet in 1933, where he managed the accounts of the logging divisions in the Columbia River area. In 1945 Crown Zellerbach named Ollsen the chief logging accountant of the Northwest Timber Division and from 1959 until his retirement in 1963 Ollsen was the Controller of the Northwest Timber Operations.

Ollsen witnessed the growth of the Crown Zellerbach company as an accountant concerned with efficient operation of woods and manufacturing enterprises and accurate assessment of timber value. In his oral history Ollsen describes how Crown Zellerbach's methods of cost accounting improved and evaluates the innovations that reduced the cost of operations, such as the change from the Scribner Scale to the cubic foot measure of timber, and the use of log bundling, air tongs, and self-dumping barges. He also considers timber management and fire protection programs from an accountant's point of view.

Amelia Fry of the Regional Oral History Office interviewed J.D. Ollsen in Portland, Oregon, in February 1966. Ollsen reviewed the transcribed interview, which Fry edited, in 1968.

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Background and Early Logging Experience

Fry: What is your full name?

Ollsen: John Dewey Ollsen.

Fry: I can't resist asking you if you're named after John Dewey, the philosopher.

Ollsen: No, I was named after Admiral Dewey, having been born in 1899. So that's where the Dewey comes in.

Fry: Was your father an old navy man?

Ollsen: No, my father was a contract logger in Wisconsin. Of course I worked around in the woods with him a lot and followed it practically all my life. It certainly influenced me in what I did, anyway.

Fry: You have followed this then all your life. How did you get out here on the west coast?

Ollsen: I only stayed in college at Northland College, Ashland, Wisconsin, for two years and then I went in the army for a very short time. When I came out of the army, I worked a short time, and a friend of mine wanted to come out to Palmer Lumber Company, La Grande, Oregon. He asked me to come with him, which I did.

Fry: What job did you find when you came west?

Ollsen: I went to work for the Palmer Lumber Company, working summertime as a transit man and in the wintertime as a log scaler. I stayed with the Palmer Lumber Company about nine months and left primarily because of the lack of opportunity. There wasn't anything there that would lead to anything stable or permanent, nor would it give me any additional experience. So I left there and came to Portland and went to work for a timber consulting firm, Thomas and Meservey.

Fry: Were you also a transit man and scaler for them?

Ollsen: I did everything: timber cruising, practically everything pertaining to logging engineering. They were timber consultants and we traveled. They would take jobs up and down the coast from British Columbia down to New Mexico. I worked for them from 1922 to 1927.

Washington Pulp and Paper Company

Ollsen: On January 20, 1927 I terminated my employment with Thomas and Meservey and I went to work for the Washington Pulp and Paper Company, Port Angeles, Washington as a logging engineer. The varied experience I had with Thomas and Meservey was the basis for obtaining this job.

Fry: What were your duties there?

Ollsen: It was primarily timber cruising in the midst of a timber acquisition program. At that time the Washington Pulp and Paper Company was operating on cordwood. The cordwood was measured in units of 128 cubic feet, with the wood being cut into four-foot lengths. The wood supply consisted of two species (hemlock and spruce) which was obtained for the most part from three sources. One, purchased logs which were broken down into cordwood at their Port Angeles mill. Two, cordwood purchased from local farmers and small timber owners. And three, from contract operations at the west end of Clallam County where they cut prime stands of spruce into cordwood along the Quillayute River and floated it down to the mouth of the river where it was loaded on barges and towed to Port Angeles. As of this date they had not entered into their own timber operations to speak of, so when I came in they were just about ready to move into quite an extensive timber buying operation, which was started at that time. Concurrently with their timber buying program they enlarged on their contract cordwood cutting from their own timber.

Fry: In these jobs that you worked in for Thomas and Meservey and also in these early days of the Washington Pulp and Paper Company, do you remember anything which we might today class as good forestry practices?

Ollsen: No, not with Thomas and Meservey, but yes, with the Washington Pulp and Paper Company. I think they observed good forestry practices in the gathering of cordwood. As the cordwood operations developed they began taking everything from the forest that would

Ollsen: make pulp, as compared to a logging operation where they would remove the prime logs and leave a lot of material, probably fifteen to thirty percent of the forest material suitable for pulp, in the forest itself.

Fry: But you don't mean this was left growing?

Ollsen: It was left on the ground. It could be left standing or lying down, or just wasted. For the most part they would take the prime log; that's all they were after unless economic conditions permitted the removal of the more marginal type log. In those days forest economics had a different slant to them than they do today.

Early Tree Farms

Fry: Was there any special effort made to leave seed trees?

Ollsen: No, not as it is practiced today. At that time it was more by accident than anything else. But they were thinking in terms of some phases of forestry. At just about that time, the fellow that headed up the Timber Department, Mr. K.O. Foss, started a nursery near Forks, Washington on what they called Quillayute Prairie. He had in mind to grow trees, and plant new ones as he removed them. It was similar to what he had done in Minnesota when he was with the International Pulp and Paper Company. He wanted to get the same routine established out here, so they would replace the trees that they cut. But unfortunately they weren't as far along with forestry in those days as they are today. I can remember he fenced the planted area in with willow fence posts, and he planted the trees. The willow fence posts sprouted and grew, and the trees that he planted all died, or a good part of them. That was the first experience.

Fry: So this was an attempt but it didn't work.

Ollsen: It didn't work out. It was a little bit ahead of time. I think probably if he'd had some good foresters of the stature that they are today there would have been no problem, but he had the right idea and he was on the right track. However, the tree farm movement on the west coast was started in the thirties.

Fry: That's very funny.

Ollsen: Yes, I always get a kick out of remembering those willow trees growing and the other trees over the fence that were supposed to grow, most of them were dead.

Merger with Crown Zellerbach

- Fry: So you stayed with Washington Pulp and Paper, and it became incorporated into the Crown Zellerbach hands. Is that right?
- Ollsen: Yes, that's right. So I worked there as a logging engineer for about nine months or so a year. I was out in the woods and I got ptomaine poisoning, and so they took me to the hospital. I stayed in and out of the hospital about a year.
- Fry: This was around 1928 and 1929.
- Ollsen: Yes. During this period I studied accounting, I took an extension course in accounting. The doctor told me I couldn't work in the woods anymore. When I was able to return to work, Mr. Lyle Tracy, who was then office manager for the Washington Pulp and Paper Company put me to work in the office at Port Angeles. At about this time they started a major cordwood cutting operation at Neah Bay and knowing I had timber experience I was sent there to do the accounting. The operations were under the direction of a contractor by the name of Thorvald Berg. The operations consisted of pieceworkers cutting the cordwood in the woods. It was then hauled on sleds by horses to a narrow gauge railroad where it was loaded aboard cars and hauled to a dock at Neah Bay. It was then loaded aboard barges and towed to Port Angeles. Splitting guns loaded with black powder were driven into the ends of the four-foot pieces of the tree and were used to break down the tree pieces into cordwood sizes.
- Fry: And then what else did they do?
- Ollsen: And then shortly, I think about 1930, they built a chipping plant and they started chipping the cordwood at Neah Bay, shipping the chips in by barge to the Port Angeles mill.
- Fry: Did your job entail both these functions?
- Ollsen: Yes, about this time the service of Mr. Berg was terminated.
- Fry: Now, I guess the major timber they were using was still spruce and hemlock.
- Ollsen: That is correct.
- Fry: Did you have to buy any spruce and hemlock from other sources?
- Ollsen: At the Port Angeles mill they did, yes. They continued to buy logs, cordwood and timber, and at Neah Bay the supply was from the Makah Indian Reservation.

Fry: Were you involved in some of those?

Ollsen: No, the Indian Reservation acquisition was made in 1926. Mr. Foss bought this timber through Mr. W.W. Washburn of Neah Bay. Washburn acted as the agent for the Washington Pulp and Paper Company on a long term contract.

Fry: Now, can you tell me what your job at Neah Bay actually entailed.

Ollsen: Well, I did everything--probably equivalent to a superintendent as well as the office crew and first aid man.

Fry: Did you have anything to do with the acquisition of wood or timber from the farmers?

Ollsen: No, they had a regular, what they called a cord wood buyer at Port Angeles. It was to a large extent purchased on a load to load basis at a set price per cord. Logs were purchased on a Scribner scale basis at a set price per thousand by log grades.

Fry: Now, when you came with the Washington Pulp and Paper, this was just before the depression and there was a flurry of expansion I think at that time by the Zellerbach people. Did this affect your job at all?

Ollsen: No, not mine. Of course they were building the Olympic Forest Products mill at Port Angeles and then the Port Townsend mill was being built. However, during a slack period at Neah Bay I worked a short time one winter at the Olympic Forest doing the accounting for a tunnel job where they brought the water from the Elwha River into Port Angeles for industrial use.

Conversion of Cordwood Chipping Plant to Logging at Neah Bay

Ollsen: After the acquisition of substantial stands of timber in the Neah Bay area and consistent with long range planning, the Neah Bay chipping plant operation was abandoned and replaced with a logging operation. Of course, the two new mills did much to influence this change. Their completion necessitated stepped up purchases of cordwood and logs as well as construction of other chipping plants, particularly at saw mills where waste wood could be utilized.

Top management people were transferred from the Columbia River operations and they weeded out quite a number of people.

Fry: Oh, they did.

Ollsen: I was one of the fortunate ones to stay.

Fry: Do you know on what basis these people were weeded out?

Ollsen: Well, primarily because these people were cordwood men and they really hadn't been associated with logging operations.

Fry: I guess this was Mr. Stamm's job then.

Ollsen: No, he was the manager of the Columbia River logging operations then. Mr. Harold Miller, chief engineer at Cathlamet was sent up here as superintendent. Knowing it was going to be quite a struggle to get the thing off the ground in terms of logging, I took an accounting position. The bottleneck and the tough spot was the rafting of logs, which they finally resolved. In fact, it wasn't resolved until Charles Nichols came up here to replace Harold Miller. That was after I left there.

Fry: What was the difficulty here?

Ollsen: It was the booming and rafting grounds. They couldn't find a suitable place for booming and rafting logs due primarily to the rough water.

Fry: How did Charlie Nichols get around this?

Ollsen: He dredged out an area at the mouth of Sail River and set up two machines to parbuckle logs into small Davis Rafts which were towed to Port Angeles.

Fry: And this was before the days of bundling?

Ollsen: That is correct.

Fry: Well, in the depression there were a lot of difficulties I guess in the job of making ends meet.

Ollsen: Yes, this was a capital expansion program and money for such programs really had to be justified. I think that many of the corporation's present day industrial policies are the result of the depression years. I can remember instructions coming from Mr. McLaren, Treasurer, who was a Scotchman in every sense of the word. He used to write letters telling us to be sure and use up our pencils, erasers, and watch the telephone calls. In other words every nickel counted. Despite the obstacles, we kept the place going.

Fry: You did. You kept the mills functioning.

Ollsen: Oh, yes. Everybody worked hard, we worked long hours in those days, and we thought it was part of the job.

Fry: What about the people who were working in logging operations? You must have had to cut down quite a lot there. The number of employees and so forth?

Ollsen: No. In replacing the cord wood, there were a lot more loggers added at Neah Bay. And they discontinued the cord wood at Quillayute River too, and with Neah Bay logs going into Port Angeles, where they were cut in the sawmill and they were nice logs. That of course worked out where it was cheaper than getting the cord wood or the chips, either one, out of Neah Bay.

Fry: Oh it did.

Ollsen: Yes. Logs were being delivered into Port Angeles from Neah Bay mill for about--as I recall--eight to nine dollars per thousand board feet, Scribner scale.

Fry: Maybe you can tell me what was done as the labor movement got under way and wages went up, and how this affected operations there around Neah Bay.

Ollsen: Well, there really wasn't a problem with labor at that time. There was a surplus of labor. We had a competitive wage scale and hired at the employment office in Seattle. The loggers knew before going out to the job what they were going to be paid; so much per hour for choker setters, so much per thousand for falling and bucking, so much per hour for laying steel and so on.

Fry: Oh, I thought that maybe this meant that you had to cut down on costs somewhere else from the operation.

Ollsen: There were some cuts being made. I can remember some cuts being made in salaries as well as wages. I can recall getting a couple of ten percent cuts in my salary. The sad part of this is that when they went to restore the ten percent cuts they took ten percent of the reduced salary so I never came back to the original salary. See you cut ten percent--

Fry: That's right, then you take ten percent of smaller amount.

Ollsen: That's right.

Fry: But later on say in the mid-thirties, did they not increase salaries and wages?

Ollsen: Yes, there were several increases in salaries and wages. Also at this time labor was being organized and we experienced a few labor pains, but not any of long duration. Also at this time I was transferred to Cathlamet, Washington.

Work at Cathlamet with Stamm

Fry: All right, we'll move on to Cathlamet then.

Ollsen: I knew Neah Bay was going to be a relatively small operation and I thought I wanted to get into where the main part of the operations were, which was on the Columbia River and, of course, Cathlamet was always known as the pride of the fleet. They happened to have an opening under Mr. Stamm. So I came down to Cathlamet in September 1933. I was met by Mr. Fernley, the purchasing agent, who informed me that Mr. Stamm had a bounty on office managers and none of them lasted more than six months. Despite this warning I went to work. At that time they had what they called the Youngs River Operation and the Cathlamet Operations.

Fry: And these were the two major operations.

Ollsen: Yes.

Fry: I'm interested in your remark that Cathlamet was the pride of the fleet. Do you mean this was just because it was the biggest?

Ollsen: It was the biggest and the best operated, and of course Mr. Stamm was an outstanding man. He was the type of fellow who was never satisfied with anything mediocre. It had to be the best. He told me several times, "Any damn fool can do an ordinary job, it takes a good man to do a good job." That's the way he operated and he wanted to carry on his operation in that manner all the way through. He wanted things done right and he was pretty much of a perfectionist. In those days we did not have staff meetings, cost meetings to any great extent--Mr. Stamm's management was more of the authoritarian type.

Fry: And this was the first time you worked under him, wasn't it?

Ollsen: Yes, but we got along real fine and had a good working operation there for many many years and it worked out very well. We made many changes in the cost accounting procedures.

Fry: Did this affect the timber operations any?

Ollsen: Well, we were able to get better control of costs all the way through. This, of course, resulted in decreased costs and in some areas they were substantial.

Fry: And this was done at Stamm's behest?

Ollsen: Oh yes. He was always saying, "Why can't we get our statements sooner?" It was up to somebody to see that he did. The accounting was organized so that he had his financial and cost statements early enough to be meaningful and helpful.

Fry: I was wondering how much he knew about accounting and how much he involved himself in the actual area of accounting?

Ollsen: Well, not so much. He left it up to me to do the accounting, but he certainly understood accounting and he took an interest in the hiring of any new accountants. He understood what was going on and he could spot an error, I know that.

Fry: Oh, he could.

Ollsen: Oh yes, anything out of line. It was quite a big operation including a good size saw mill. He was very close to all phases of the operation, and some things he'd find that I didn't know anything about.

Fry: You mean he could go over an accounting sheet.

Ollsen: Oh yes, that's why he insisted that I go out in the woods or to the sawmill every so often where I could actually see what was going on.

Fry: Can you give me an example of this?

Ollsen: This is not a very good example, but I can remember we had our steel laying cost--it went sky high and so did Mr. Stamm. Rather than steel laying, it was actually picking up the steel from an abandoned spur. It was all charged to steel laying, but that was due to the way the information was turned into the office, whereas if I'd been out in the woods and knew what was going on, it would have been pegged before the error had been made.

Bulldozer Development

Fry: Do you remember what technical innovations might have been made during this period that further cut the costs? Wasn't it right along here that the tractor blade was coming into use?

Ollsen: Mr. Stamm did much in perfecting the first bulldozer, which has meant so much to this industry and other industries as well.

Fry: Were you close enough to this to know?

Ollsen: We kept costs on it, the bulldozer versus the power shovel. And, of course, eventually the bulldozer won out. For a while it was nip and tuck though. In many places to start with the shovel could do better, but finally the bulldozer was perfected where the shovel was out entirely, except for loading ballast and the like. Later some were converted to log loaders with air tongs.

Fry: Who worked with Mr. Stamm on this in the actual development of the blade?

Ollsen: Some firm in Portland. I can't think of the name.

Fry: Well, anyway, he contracted the making of the blade.

Ollsen: No, not exactly. Stamm was a leader in promoting it and did a lot of the field work, but there was a mutual desire to perfect it. Other industrial leaders helped out too. Over a period of years, through pooled ideas and trial and error they developed the bulldozer and, of course, many improvements have been progressively made since that time.

Log Bundling

Fry: It seems to me that most of the other technical developments occurred later, perhaps during and after World War II.

Ollsen: Well, log bundling was started during World War II in the early forties. They started it at Seaside, Oregon. It really got under way when the Camas mill was willing to accept the bundled logs, and make the facilities available for handling them.

Fry: Did you do any of the cost accounting and keeping the costs on that?

Ollsen: Oh yes, we did all of the cost accounting with the whole thing, and also helped to work out the method for determining the board feet per bundle through weight. That's where it was started.

Fry: Oh, this is where it was started in order to permit bundling?

Ollsen: That's right. We worked from weight to board feet, and from weight to cubic feet later on.

Fry: Was there ever a point in the development of this where it looked like it might not really help out in lowering costs?

Ollsen: No, they accepted it everywhere.

Fry: So, there wasn't ever any doubt, that bundling was going to be a superior method?

Ollsen: Oh, there were times when there was some trouble with the thing, primarily in connection with getting the strapping. At first they used cable and some patented fasteners to keep the bundles in place. But this didn't work out because the rigging was too costly. And then of course, they came up with the strapping material they use today.

Fry: Which is what?

Ollsen: Just a flat piece of steel with a crimped fastener.

Fry: Oh, that's right. You don't know of any one person to credit some of these innovations to do you?

Ollsen: Well, I would say on the development of the log bundling, I think that probably Charlie Nichols, Bert Ross and Jim Barker had a lot to do with it. Jim Barker was working primarily in connection with the measurement; to make it feasible and possible to do log bundling and know what volume was in the bundle. He did the scaling and the weight conversion work at that time. Bert Ross was the superintendent, and was immediately on the scene of operations; Charlie Nichols was the general superintendent who sort of had to carry on the overall plan under Mr. Stamm.

Fry: I see. What was Mr. Stamm's role in this? Did he actually go out and take a personal part in testing this out and seeing how it would work from the start?

Ollsen: Oh yes, he would go out. He went down to Camas frequently and looked it over where he could see where it could be improved upon. He would get together with Mr. Nichols and Mr. Ross and talk about it and see what they could come up with, until the day they had it pretty well perfected. It's a case of--it's a development field.

Fry: Yes. What I'm trying to get is a picture of how Stamm actually participated in this. Did he really seem to throw himself into it and enjoy working?

- Ollsen: Mr. Stamm threw himself into everything he attempted. He was a hard worker, and a very intelligent person who didn't give up easily on any project; and he wouldn't let anybody else give up either.
- Fry: Even when things looked like they might not really serve as something to cut costs, he kept on working at them.
- Ollsen: Oh, you didn't go in and tell Mr. Stamm that this won't work. We made it go. We made it work. We'd get together and work out something so that it would go.
- Fry: You mean there wasn't anything tried and abandoned?
- Ollsen: Oh yes, we tried different kinds of bundling and strapping material, and we spent money on it too. For example, the first fittings used with cable would wind up on the bottom side of the bundle making it necessary to cut the cable, and this expensive fitting would go down to the bottom of the river. That method had to be abandoned because it was too costly to recover them. We finally wound up using this regular strapping material we use today which can be reclaimed.
- Fry: Used over and over?
- Ollsen: Yes, and also the bundle unloading machine itself had to be devised which was done at Seaside. Of course, loggers are quite an inventive group of people. They have their own methods of developing things. They can make something out of nothing.
- Fry: This has kind of been a traditional trait of loggers for a long time?
- Ollsen: Oh yes. They can make things go where you'd think it was almost impossible.
- Fry: Was Stamm able to keep lines of communication open, so that when a man on the logging crew had an idea, this could get to Stamm in relation to a particular problem.
- Ollsen: I think he probably intended it to be that way, but of course he would hope it would come through the camp superintendent, and then to Charlie Nichols. Of course a lot of things did come that way. At that time we did not have the regular monthly meetings we have today.
- Fry: You mean the manager meetings?

Ollsen: No, not exactly. He had many meetings here in Portland but we didn't have them at the local level much. We had some in the later years under Mr. Stamm, but not as regular routine program.

Fry: So that when you as chief accountant had something that you wanted to talk to him about, it was kind of up to your own initiative to be sure that you saw him about this.

Ollsen: Yes, I used to make trips regularly to the camps and would go into almost everything, and maybe spend a day with Stamm as a result of my trips around the camps. I would tell him what really was going on in cost performance, and so on.

Fry: Now about how often would this happen?

Ollsen: At least once a month or twice a month.

Fry: Did you go around with Stamm?

Ollsen: No, I'd go alone.

Fry: As a for instance, you might take your time at Cathlamet. Were you an office manager then?

Ollsen: Yes.

Fry: Now, about how often would Stamm come down?

Ollsen: When I was there he lived right there, and then he moved into Portland about 1936.

Fry: Then after he moved into Portland you were still at Cathlamet until 1945?

Ollsen: Yes.

Fry: How often would you say that he came down to the camp?

Ollsen: Oh, he would come down probably on an average of once every two weeks, or I'd come into Portland. It would depend on whatever the situation was. In other words, it was just a means of keeping in touch with one another and knowing what was going on.

Fry: I was trying to get a picture of how often he did this.

Ollsen: Oh, he kept his finger on the pulse believe me. He was a hard worker.

Fry: He always knew what was going on?

Ollsen: Yes, you bet, and you'd better know what was going on too. Because you never knew when he was going to show up. He was quite a driver. Of course, I enjoyed working with Mr. Stamm a whole lot and got a lot of satisfaction out of the work, where we could cut costs and seeing how things would develop, planning. We didn't have the detailed budgetary control that we now have, but we had a very close control though. Personal knowledge of operations then was quite adequate because we were not spread out like we are today with several major operations going.

Fry: To transfer funds from one budgetary account to another was easier and things like this?

Ollsen: It wasn't so much a case of transferring funds. It was a case of being intimately acquainted with every area of operation. But, of course, we progressively did more planning ahead and compared our performance with what had been planned, which is of course the modern day method you might say.

Air Tongs

Fry: Were you involved any on the development of air tong?

Ollsen: No, I was not at Cathlamet at the time they were being developed by Mr. Lou Reese. I was transferred to Portland in 1945. I remember Ed Olson, the master mechanic at Cathlamet, worked on it for Mr. Reese, who had it patented and it worked out very good. Mr. Reese was the division superintendent and was a very practical man. He came to Cathlamet as a high climber and head rigger on a skidder. He was a very able logger. A good logger, and he knew, I think, logging inside and out.

Fry: Did this idea originate with him?

Ollsen: Well, there had been talk about air tongs before. I know that I'd heard Mr. Axel Brandstrom speak of it; he was with the Forest Service and subsequently with Crown as chief forester. I think Reese saw the need of it as the logs got smaller and smaller there was a greater need of the air tongs.

Fry: Yes, for a more efficient way of loading the logs.

Ollsen: That's right. It's a lot faster. Because in your old method as the logs got smaller the costs increased. They had to develop ways and means of handling logs faster. And of course the air tongs accomplished that.

Fry: Did this contribute any to worker safety?

Ollsen: Oh yes. Yes, because there was not as much rigging involved. And of course, it cut down on the labor force too, for it cut out one man in each side, that's an operating unit you might say.

Fry: You saved two jobs there then?

Ollsen: You saved one job for each loading unit.

Fry: Did this patent go to Lou Reese?

Ollsen: Yes, and he got a royalty on the sales.

Fry: That must have set him up pretty well?

Ollsen: Oh yes. He did pretty well on it afterwards. The other companies could see how it worked and their use became wide spread. It was a big step towards forest conservation in itself.

Bundling, and the air tongs, and things of that kind were major steps towards forest conservation; getting more out of a tree, more out of the forest you might say. And it was particularly beneficial to Crown as they are a major user of pulp type logs.

Fry: Yes, this would help a great deal in fire proofing an area.

Ollsen: It did that as well, that is, after the snags and the so-called non merchantable material were removed for use in the pulp mills.

Fry: And you could use limbs and branches and things like this?

Ollsen: No, you can't go that far even today, to using limbs and branches, but they go up further in the top of the tree. They take the tree of smaller diameter and as I mentioned before the so-called non-merchantable material.

Fry: Which I understand is fairly necessary where Douglas fir is concerned.

Tandem Trailers

Fry: Do you know anything about the development of tandem trailers and how that worked? I think they were tried once after World War II.

Ollsen: Tandem trailers? That's the most recent development as far as Crown goes but I think that Howard Peterson could give you precise details on the use of tandem trailers starting out at the Molalla Division on the Molalla Forest Road, and they subsequently come into use at the Neah Bay Division. More of the development work in the use of tandem trailers has been accomplished since I was retired.

I should explain that the Molalla Forest Road is a jointly owned road with the Weyerhaeuser Timber Company. About twenty miles of it is suitable for use of tandem trailers. It's a straight and level road, and it worked out very well. Their use at Neah Bay is from their log sorting grounds to the boom which is also quite a lead road.

Fry: I understand that at first they could only use them on flat roads because the braking systems hadn't been developed. Mr. Catto had mentioned that.

Ollsen: That's right. They started out that way but they're now using them more extensively on some of the roads that are quite as level as the Molalla Forest Road. Neah Bay is quite level too. In fact as far as the industry goes, they have them developed now to a point where they put boosters on (an electric motor on the rear trailer) when they want to go up a grade, they'll start the motor in the rear.

Fry: I got a story on self-dumping barges from Mr. Hallin. Were you involved in that?

Ollsen: No. That was initiated in the British Columbia operations. We tried to work out a deal to use them from Neah Bay to Port Angeles, but due to the high cost of the barge it wasn't economically feasible.

Fry: I wonder why it was economically feasible up in British Columbia?

Ollsen: Due to the long distance haul where they had to take the logs in really rough water in British Columbia. We found that the type of bundling we could do at Neah Bay was cheaper. It worked out better without the investment in the barge.

Fry: Just bundling them and floating them.

Ollsen: That's right.

Fry: In your experience then, what other technical developments do you think helped most to cut costs?

Other Technical Developments

Ollsen: Well, I would say that starting out with the bulldozer and the power saw, so called chain saw.

Fry: Did Crown Zellerbach have anything to do with that chain saw?

Ollsen: They cooperated in the development of the chain saw.

Fry: How?

Ollsen: Oh, by working with the manufacturer. We would try it out in a practical way in our operations. That was done during the war period too, due to a shortage of labor.

Fry: During World War II.

Ollsen: Yes.

Fry: What did Mr. Stamm think of it at first?

Ollsen: Oh, he was all for it. He and all the division superintendents did much to develop the present day chain saw.

Fry: And let's see, you said that the bulldozer--

Ollsen: The bulldozer, of course helped tremendously in road construction, which is a big factor in costs. It also worked out very well in yarding logs to the road side, especially in thinning and selective logging operations. Let's see, then we went from railroad to truck logging. That worked out to getting around in the forest better, it made for much more flexibility in planning. It permitted the quick removal of infested or decadent stands of timber or even trees. All these things add up to better forest utilization, cost reduction, fire prevention and all of the other things consistent with good forest economics. We should also mention that the mobile yarders and loaders were made possible by reason of the truck road.

Fry: The mobile yarder is the machine with the steel spar you're talking about?

Ollsen: Yes, that was done before my retirement. However, I should mention that we had steel spars on the skidders used in the railroad logging days.

Fry: Now, were you in on any discussion of buying these cutover lands. I think Mr. Derman liked to collect--

Ollsen: Yes, but we did not refer to them as cutover lands. We referred to them as second growth stands and of course he bought a lot of old growth stands. In fact, he bought whole tree farms such as our Molalla and Columbia Divisions. Now as far as I was concerned, I was in the computations to start with, yes. I passed on all authorizations for expenditures--the actual purchase. When you buy a tract of land you have to analyze it from an investment standpoint, taking into account volume, quality, market value, logging costs, age classes, rate of growth, and the like. This really gets into long range planning and more time should be spent on it.

Fry: If the regrowth of trees would actually pay off?

Ollsen: Yes, the regrowth of trees, and the frequency at which a cut could be made. That was done by the forestry department but we would get their figures.

Fry: Do you know whether this projection was optimistic or too conservative?

Ollsen: Well, the way it's worked out, it's just about on the beam I think, because with the change in utilization--they take trees with smaller top diameters where it's economically feasible to do that. Then of course you get more material from your forest. And I think that's one of the reasons that the inventory increased; we always find that we have more material in the forest than we had originally planned or thought we had.

Fry: But they had entered into their projection so they were able to more or less hit it on the nose?

Ollsen: Well, they projected it in to the present day methods of logging and utilization, and of course if you change your utilization, you have to change your forest projection, which they've done. It's got to be done on the basis of what they know today.

Fry: I thought that perhaps this had worked out much better than people had originally thought it would.

Ollsen: Well, it has worked out better, when you relate it to the forest utilization, yes.

Fry: Yes, that's what I mean. Did they have surprises on rates of growth?

Ollsen: Oh, they've found out some things here and there, but I don't think it's been anything too startling. Of course foresters are eternally optimistic. Accountants are more conservative.

Thinning

Fry: Mr. Catto seemed to think that the thinning was sort of a major step because of the high cost involved in doing thinning. Did you have anything to do with this?

Ollsen: Yes. That was started primarily at Columbia Division and at Molalla, but Columbia Division, I think, is where it first started. To start with the costs were very high, but we developed this poles and piling deal.

Fry: What was that?

Ollsen: You go into the forest and you find a real nice small tree that you can sell on the market for what's equivalent to old growth peeler log prices. And that helped to develop the thinning. Of course it's a matter of training personnel to this. It is quite a major step in thinning operations to get that going, and also building the roads for thinning, and how to amortize the roads and things of that kind. We had problems in respect to the income tax laws and other things to work out. The Bureau was helpful in working out our problems. Also the method of thinning has worked out as economically feasible given today's machinery. And, of course, the manufacturers of logging machinery have cooperated and designed machinery more suited today for thinning. Weyerhaeuser has gone into it in a big way too.

Fire Protection

- Fry: I'd like to ask you a few questions about fire prevention and control. What about the costs of fires and the cost of fire prevention. What was done about this under Mr. Stamm?
- Ollsen: I remember in the railroad days, we had fires from time to time. Of course they were a result of many causes; sparks from the wheels or the locomotive, or what have you on a dry day. But Mr. Stamm gradually developed rules and regulations to go by, for instance, operating within certain limitations on humidity. And I also remember on the railroads--the last trainload of logs to come down the track would have a tank car so that water could be sprinkled on the tracks to put out any sparks that would start a fire. Nevertheless though, we did have fires. In those days they thought the thing to do was to burn all the slash. There was a lot of material left on the ground, in those days due to the logging methods. They didn't take the material as clean, so they would attempt to burn the slash during favorable weather. They'd get a forecast, and if it didn't work out right then the first thing you'd know then we'd have a major fire. And every so often somebody would start a fire, like they do from a cigarette, or something. Out in the woods you never could tell.
- Fry: When the fire had started, what did they do about it?
- Ollsen: Everything was done to put it out--everything possible.
- Fry: Who fought it?
- Ollsen: The whole crew. Everybody in the camp would fight it.
- Fry: Have you?
- Ollsen: Oh yes. I've been on a good many of them mostly in the role of accounting for the crews, equipment, fire losses and the like. Everybody had to turn out and we'd call in all kinds of outside help. Any place we could get help. The state and other companies; whoever could spare men, if it was a major fire. But with the railroad becoming obsolete the fires were decreased. And I think this is also because we have more fire patrolmen on the logging roads in pickup trucks, and tankers. The radio has done a lot towards controlling fires, and the methods of logging; all contributed to the diminishing of forest fires. And at all the meetings they have, they preach fire prevention. At the divisions they do have a certain group of men, what you might call the crash crew, to get out there in a hurry to put out a fire. And they've got good fire fighting equipment. That's been improved on greatly and they can get this equipment over the truck roads. That's a help as opposed to railroads.

Fry: About when did this occur?

Ollsen: It's been developed ever since about from 1943 when the major improvements have been made.

Fry: That was when road building--

Ollsen: Yes, when truck logging started coming in, and railroads went out.

Fry: Do you remember any time in the company when there was rather suddenly a definite policy to put a bigger proportion of money into expenses for fire control?

Ollsen: I can't remember in terms of dollars but I know every year at the managers meetings--they usually have a three or four day meeting here in Portland--at least for a day or so would be devoted to fire prevention. In fact you'll find the policy having been written even way back in the forties as to what was the company's timber department policy in regard to fire prevention.

Fry: So this was definitely written up?

Ollsen: Oh yes, what they could or could not do, and what they had to do. Along with that, there would be the budget for fire fighting equipment which became greater as there were improvements made in fire fighting equipment.

Fry: This is a very expensive business, buying equipment and keeping it maintained and so forth, isn't it?

Ollsen: Yes, it is, it's quite costly but on the other hand, in terms of what you could lose, it's insignificant.

Fry: Losses from fires are really quite disasterous financially to a company that owns so much land, like Crown Zellerbach. What were the more disasterous fires, do you remember? Financially disasterous for the company?

Ollsen: Well, I don't think Crown really had anything that was actually disasterous. At one time they had insurance for fire fighting, but then the premiums became so high we couldn't afford to carry it anymore. It didn't pay because we improved on the fire prevention techniques and discontinued the insurance coverage. But I can't remember any fire that Crown had that was really bad, but we had some near misses.

Fry: When was this insurance period?

- Ollsen: I think it was in the fifties. In the early fifties it was dropped I think. It got to the point where we didn't carry the fire insurance because the premiums were just out of reason. They got too high. Our analysis showed that it was more economical to self-insure.
- Fry: You were about to mention a big fire.
- Ollsen: No, I say I can't remember any major fire catastrophe that would have meant any substantial monetary loss to the corporation.
- Fry: Was there any particular fire which brought on a decision to increase emphasis on fire control?
- Ollsen: I think every fire did.
- Fry: Every fire did this.
- Ollsen: Yes, I think any time you had even a series of small fires, even lightning fires. It's a case of progressive improvement of fire fighting technique.
- Fry: Did Stamm and Crown Zellerbach contribute anything toward development of fire fighting equipment?
- Ollsen: Stamm was always for keeping the equipment up to date and modernizing it. I think there were suggestions made by the various people. I think that Jimmy Johnson could give you very elaborate details as to what has taken place in fire fighting in his projection. He is a forester, and has been for years, and his whole heart and soul has been in forest protection.
- Fry: What about the problem of insect infestation? I understand that in some cases the larger companies get together and work together on this where they have lands that are contiguous.
- Ollsen: They do now. But I think that Crown started at Seaside, Oregon at a major looper infested area which was finally brought under control through spraying techniques. And of course trees died, which meant somewhat of a crash program in respect to logging. We got in and logged the timber. It was hemlock, which deteriorates rapidly. It's not a very durable species of timber. It meant that Crown had to log the whole area within a relatively short period of time.
- Fry: Were you able to sell these logs?
- Ollsen: At Clatsop it's practically all pulp for our mills.

Fry: So you just use them in your own pulp?

Ollsen: That's right, primarily. Some of them were sold of course. The bigger and better logs.

Fry: So this crash program of logging then didn't represent a loss to the company?

Ollsen: Not especially, no because we got in. In fact, I think there were many ways we gained from it. We got some roads built. We had to build roads, and started this truck logging. We knew we could do more things. One of the advantages of truck logging was that you could get in and remove areas of infested timber without any major loss. That was one of the benefits that came about. It provided more flexibility.

Fry: I'm interested in how the cooperation between companies was effected here. On what level did this cooperation exist?

Cooperation Between Companies

Ollsen: Well, I don't know that part. I think if you had land adjoining, then of course the two companies would get together and probably each one donate so much money for the job. Clarence has worked on that himself. He could tell you specifically how he arranged for the spraying of the timber where we had that situation.

Fry: Another thing that Mr. Kendlewood mentioned was the development of the use of sawdust in the mill. Did you know anything about this? Did you have anything to do with this?

Ollsen: No. That was just a matter of procurement and the mills had more to do with that than anybody else. In other words they found they could use sawdust as a filler in the pulping process, and as another cheaper source of raw material for the paper mills.

Fry: Did exports of logs come under you?

Ollsen: Under Mr. Bentley. We accounted for all of the exported logs, yes.

Fry: Mr. Bentley did accounting on that?

Ollsen: We did the accounting and he arranged for the pricing and things of that kind.

Fry: Is there anything else that you think would be an important thing for me to ask other people?

Ollsen: As far as forest conservation, it may be well for you to ask George Schroeder in respect to tree planting and areas of seeding, and get the story up to date; how it first started and where they stand today. And Jim Johnson, I mentioned a moment ago. Ask him about fire prevention and see how it's been developed over the years. In other words I think you're probably trying to get the story complete from one end to the other. So these are the boys who could help you tremendously in those areas.

Fry: Are there anymore significant points in things affecting costs that we have not covered?

Ollsen: Well, let's look at it. In 1945 I was transferred to Portland under Mr. Stamm. This change was made due to growth of the company and further expansion in the offing. We wound up with six major divisions, and about the same number of small divisions, as well as several other minor operations like log resorting stations and the like. This meant hiring many new accountants. They were carefully selected and many of them have advanced substantially. I feel they are the best group in the business. It also meant changing from manual to mechanical accounting. We started with minor IBM equipment and set up a continuous improvement program which has resulted in decreased accounting costs when the added and more detailed information obtained is considered.

The next major change was made in 1959 when Mr. Richen became manager after Mr. Stamm's retirement. At that time, and at the request of Mr. Richen, we started an elaborate budgetary control system. It provided for forecasts up to fifteen years, and in some situations beyond that, it provided for profit objectives by division, and a cost reduction program. All of the things when performed effectively improve the profit picture. We had many meetings such as Monday morning staff meetings, and monthly meetings at the divisions to measure performance against objectives.

I feel that one of the best moves the Timber Department ever made was when Mr. Hallin and Mr. Richen made the decision to sort out and sell grade logs from pulp species. At that time the mills were using woods run logs which included peeler type logs. This was a difficult problem and it took a couple of years to get group acceptance. In fact, it was not until each division was shown how much the change had contributed to its profit picture that it was given whole hearted acceptance. Now there is a competitive spirit of profit improvement by divisions. The logs that were sold were replaced with low cost pulp type material, chips, and sawdust, thus the cost of raw material to mills was

Ollsen: decreased and the timber department profit was substantially increased. Much credit for this should go to Howard Peterson, Logging Manager, a logger with a lot of ingenuity who did a lot of things to make the program successful including the use of central log sorting yards.

To sum it all up it was always Mr. Richen's policy to obtain group acceptance of quality decisions where major problems were involved.

Conversion to Cubic Foot Measurement

Ollsen: One other matter that is of major importance is how new wood measurement methods started in the early forties and continuously improved upon since then have helped us to know what we are doing. As you know, up to that time we measured logs in terms of Scribner scale. There were other scales but they were not widely used. Cordwood was measured in cords of 128 cubic feet and chips in units of 200 cubic feet. Now, for the most part, we measure on a weight conversion basis.

Fry: That's a more measurable amount I guess.

Ollsen: That's the actual amount, yes.

Fry: I've always wondered how Crown Zellerbach converted into the cubic foot measurement.

Ollsen: By the use of test scales. They have the weight and also the number of cubic feet, thus the number of pounds to make a cubic foot is established. So when they weigh the load they can get the net weight of the wood on the truck and establish the number of cubic feet that's on the load and pay the vendor so much per cubic foot or you can establish a price per ton and pay on that basis. And if you want a real explanation of this procedure you should see Mr. Don Basinger. He's on the 11th floor and he could really give you this and sum it up in very concise language.

Fry: Actually what I'm interested in is how they managed to change the basis of measurement from cord wood or board feet into cubic feet. How is this decision made? Was it more or less an industrywide change, or was it just Crown Zellerbach?

Ollsen: No, to start with it was Crown Zellerbach. However, that particular change was made down here in the river. It was done some time in the early forties. Mr. Stamm, Charlie Nichols, and

Ollsen: Mr. Richen really got behind that and pushed it to get it off the ground. I was also down here at the time, and we worked many years trying to get the thing understood and accepted.

Fry: Now what do you have to do when you change something like that? From whom do you have to get agreement?

Ollsen: Well, pretty much up to the time I retired, it was within the company, and it was just a means of trying to establish better unit of measure so we'd know what we were doing. That's what it amounted to. The industry as a whole, even today, I don't believe has accepted the cubic foot basis fully, but Crown Zellerbach has accepted it for some time now. I think there are some people who still feel that they want to operate on the old Scribner scale basis. On the old Scribner scale basis on small logs, you'd get a lot more volume than the seller or contractor was never given credit for. That's the way it worked out.

Fry: That sounds like it would be a cost advantage for the company.

Ollsen: It permits the operators to know more precisely what they're doing and we give them credit for what they do. As a result of this change a lot of different things have been brought into the picture, i.e., the cost per ton mile, per cubic foot and per thousand and so on. It all adds up to progress. We still have trouble though, even with our own people in trying to understand the converting of--or at least we did when I was here--of trying to get away from the Scribner scale into cubic feet. There are so many variables. This goes for chips too, where we convert from weight to Bone Dry Units.

Fry: Yes, you have to allow for the conditions of the wood.

Ollsen: The defect in the wood, and the weight, and the moisture content, and what have you. So it's quite a technical situation. Of course, Don Basinger is a top notch statistician and mathematician and he can give you the details.

Utilizers - Roadside Chippers

Fry: Do you have any story to tell about utilizers?

Ollsen: All we did was figure whether or not they would be profitable, based on information given to the accounting department.

Fry: When they first started them, and had them all spread out on a couple of trailers and so forth, were they feasible then?

- Ollsen: It was sort of nip and tuck. It's like all those other innovations when they started.
- Fry: At first it's hard to tell.
- Ollsen: That's right.
- Fry: Stamm wouldn't take no for an answer?
- Ollsen: That's right. Well, Richen and Howard Peterson wouldn't either as far as things of that kind go. We also have the small log sawmills coming into the picture which Clarence is promoting.
- Fry: This is something new. You mean a special mill just for small logs?
- Ollsen: Yes. And ask Clarence just what's going to come of this. This is very important to Crown. In other words they will take a real small log and maybe cut out a two by four and cut the balance into chips. This is another step forward in forest utilization.
- Fry: Is this rather unique with Crown? To have a small log mill.
- Ollsen: Other companies have done it but they've developed different types of mills.
- Fry: In what way is it different?
- Ollsen: Oh, I think they work on it on a short range basis--they don't have a long term source of supply. Further, they can't log as cheap as Crown can on these small logs. They can't consistently take as small a log as Crown.
- Fry: Why?
- Ollsen: Well, Crown has developed, that is, they have specialized in this sort of thing--in the thinning operation, getting out this small material and loading it and getting it to the mill.
- Fry: It's just one of all these technique you've been talking about.
- Ollsen: Yes, all these things put together along with top-notch personnel make for progress, and the things that have been done add up to billions of dollars for Crown. But Crown is not going to stop here, they are a progressive organization and recognize that technological progress has made this a scientifically competitive age. By continuing to train good men for creative management they will meet all competition. I have a personal view on this and that is that I would like to see our schools put more

Ollsen: business administration features into their engineering curriculum. An engineer that has a good knowledge of business administration can go a long ways these days.

Fry: What other companies have come a long way in this with Crown? Has Weyerhaeuser?

Ollsen: Yes, we recognize Weyerhaeuser as a leader and I have great respect for their management. We also must recognize other companies as well as government agencies. They have helped us in many situations, and they too are striving to improve the industry. I can see revolutionary changes on the horizon.

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Elias Boddy

PERSONNEL MANAGEMENT AND LABOR RELATIONS

An Interview Conducted by
Amelia R. Fry
in January 1966

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EF RATA

Page 3 - Last sentence of my last statement on page should read:
"In regard to actual grievances, I served as secretary to the division manager, who was actually conducting the grievance session." (Underlining marks correction.)

Page 10 - Last sentence of my next to last statement on page should read:
"Incidentally, it wasn't developed just for timber, but our logging employees were under it, the same as the mill employees, or office employees, or anyone else."
(Corrections underlined.)

Page 13 - First sentence of my second statement should read:
"Yes, we were members of the Association known as the Columbia Basin Loggers." (Correction underlined.)

Page 14 - My second statement should read as follows:
"Well, let's see. Eliot Jenkins, who at that time was with Booth-Kelly, and is presently with International Paper; Joe Greenlund, of Oregon-American; I believe Roy Morse of Long Bell (it's now International Paper). We had a representative from Pope & Talbot. I don't remember who that was, but a great many of the major companies were represented there. Miss O'Dea could tell you who they were because she was Mr. Stamm's secretary and she kept notes and I'm sure her memory's better than mine as far as some of the individuals are concerned."

Page 15 - In my first statement - "Mrs. Day" should read "Miss O'Dea".

Page 16 - In my third statement - "D.C. Gunderson" should read "D.C. Gundvaldsor".

Page 20 - My last statement - the fourth line from the bottom should read: "There were other meetings where staff people like myself might . . .".

Page 22 - In my last statement, the eighth line from the bottom, the word "agreement" should read "grievance".

Page 25 - In my third statement, in the first line "Mr. Hamilton" should read "Mr. Hallin".

Page 26a - Second line from the top and various other places on that page - "Rowley Wyatt" should read "Lowry Wyatt".

Page 34 - In my fourth statement, third line, the word "pinroll" should read "can roll".

EMB/bjt
Typed 10/9/80

Elias M. Boddy, Director of Labor Relations
Crown Zellerbach

"Personnel Management and Labor Relations," in
CROWN ZELLERBACH:TIMBER, TECHNOLOGY, AND CORPORATE
DEVELOPMENT IN THE PACIFIC NORTHWEST, 1920 to 1965

INTRODUCTION

Elias M. Boddy, the Director of Labor Relations for Crown Zellerbach Corporation, was the Personnel and Safety Supervisor for Crown Zellerbach's Northwest timber operations in Portland when he gave this interview in 1966. At that time, he was responsible for all personnel and safety activities in his division's lumber camps and also represented Crown Zellerbach in negotiations with labor unions in the division. During his interview Boddy spoke at length about the company's woods safety program, reviewing the development of first aid education and operations inspection and analyzing the changing statistics of woods accidents from 1954 to 1966. Boddy also carefully surveyed the history of Crown Zellerbach's labor relations from 1948 to 1966. He focused on the causes and settlements of the major strikes in 1954 and 1963 and described the rituals of a model negotiating session with the International Woodworkers of America.

Born in Vancouver, Washington, and graduated with a B.A. from Linfield College in 1938, Boddy joined Crown Zellerbach after serving in the Marine Corps during World War II. He started work as the Personnel Clerk for the Cathlamet Logging Division, and in his oral history describes the lumber camp where he lived with his family while he managed the cost accounting, timekeeping, and payroll for the logging operation. Boddy became Personnel and Safety Supervisor of the Cathlamet Division and then went to Portland as Personnel Supervisor of the Northwest Division in 1953. Crown Zellerbach transferred Boddy to World Headquarters in San Francisco to become Manager of Labor Relations in July 1966, and he was promoted to his current position, Director of Labor Relations, on November 1, 1968.

Amelia Fry of the Regional Oral History Office interviewed Elias Boddy in Portland, Oregon in January 1966. Catherine Scholten edited the transcribed interview in May 1979.

Catherine M. Scholten
Editor

26 May, 1979
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Background and Education

Fry: Can you give a run-down on your childhood and education?

Boddy: I was born in Vancouver, Washington, so I'm a native of this area. I graduated from Linfield College with a Bachelor of Arts in English and speech. My father was employed by a cooperative cannery in Vancouver and had various jobs, then wound up as a sales manager for them, which was the job he had at the time of his death.

Fry: Well, I gather that your early interest then was in this area of speaking and writing.

Boddy: Actually, that was a good general course under which the requirements for a major were relatively easy. I took a good many electives, and tried to get some courses in different fields because I was interested in them. I wanted to study what I was interested in, I wasn't particularly trying to train myself for a profession, as such.

Fry: What year did you get your Bachelor of Arts degree?

Boddy: 1938.

Fry: When you left college, this was just before the war and at the end of the depression, was it difficult to get a job?

Boddy: Yes. I worked as a salesman for, well, a matter of less than a year, for a firm in Vancouver that operated a store, sold office supplies and stationery and so on, and then I went to Seattle and worked in the underwriting department of the Northwestern Mutual Insurance Company, dealing in fire and allied coverages. I was transferred to Portland in early 1942 as office manager of the Oregon administration. I left that job. Actually, I signed up for the Marines, and in the summer of 1942 I was called for officer's training.

Fry: The most pertinent thing for your Crown Zellerbach experiences were your experiences in managing an office, personnel practices and so forth.

Boddy: Yes, I guess that's probably right. In Seattle I was in charge of the section of the underwriting department and had a certain amount of personnel supervision; and then as office manager I had that, but most of it just kind of adhered to me as I went through various jobs. I don't know how to describe it actually. I had no real formal training until after I'd had quite a bit of experience at it.

Fry: What was your formal training then?

Boddy: My formal training was referring to the various short courses and conferences I have attended. I attended California Institute of Technology. I think it was only a week, in 1951, at Bob Gray's session on industrial relations; and just this past May I spent a month in New York City at an American Manufacturer's Association management course. Then I have a number of associations such as the American Society of Training Directors and the Pacific Northwest Management Association. It's this type of thing, as I've gone along, where we've had various conferences and a chance to learn by sharing experiences and so forth. Actually, we'd have to say I had very little formal training as far as direct personnel and labor relations go.

Fry: Did you first come to Crown Zellerbach after you were mustered out of the Marines?

Boddy: Yes.

Fry: And you've been with them just about ever since, except for maybe a year?

Boddy: Except for maybe about a year and a couple of months in 1952--I left November 1951 and came back into Portland then in February of 1953.

Fry: What was your first job with Crown Zellerbach?

Years at Cathlamet Logging Division

Boddy: I was personnel clerk for the Cathlamet Logging Division.

Fry: Now I have here on the notes that you had to do such things as timekeeping and payroll and also the records on labor distribution and the cost accounting records.

Boddy: Well, relatively little of that. I did work in the cost accounting during some of this time in Cathlamet, from the standpoint of a bookkeeper. In other words, at least for a couple of years, I kept the cost accounting books: that is, the various journals and records and so on, but it was really general office work in a rather small logging camp office. I did a lot of miscellaneous things of this kind, in addition to such personnel work as was being done at that time.

Fry: You kept track of the work done by the fallers and buckers on a piece work basis?

Boddy: Yes, that's right. That was the basic timekeeping job that I had, as well as the accumulation, for payroll purposes and for inventory purposes, of the felled and bucked timber.

Fry: What was your contact with the unions at this time? You had to be familiar with the terms of the current agreement, didn't you?

Boddy: Yes, for example there were provisions concerning vacations, holiday pay, wage rates--various factors that affect payroll matters, which I had to know and to follow. I, of course, studied the entire working agreement as a matter of interest. I started in a very small way primarily because these things did affect payroll work.

Fry: And you were more or less an observer on such things as local grievances, or did you deal with the local union business agents at times?

Boddy: In some cases he would come up and we'd talk about a particular question, such as the wage rate paid an individual employee, whether it was the right rate or not, or whether or not someone was qualified for one week of vacation or two, or a certain holiday. This type of thing I might discuss with him informally and indirectly. In regard to actual agreements, I served as secretary to the division manager, who was actually conducting the agreement session.

Fry: But you were in on these?

Boddy: That's correct.

Fry: At this time you dealt primarily with the International Woodworkers of America?

Boddy: That's right.

Conditions in the Camp

Fry: For purposes of contrasting later, maybe you could describe the living conditions in the camp, how the workers lived, the safety conditions and things like this from your Cathlamet experience.

Boddy: At the time that I was at Cathlamet we had an office up the Elochoman River, about twelve miles from Cathlamet. In that same area we had a cook house and bunkhouse facilities. The bunkhouse was used to house the single men, or married men whose families were living in Portland or Longview or something like this. We also had a family camp of about forty-five houses some five or six miles closer to Cathlamet. I lived with my family in one of the houses in the family camp. Perhaps I should describe these separately.

The family camp I think was pretty well arranged for such a camp. We had good water system and sewage system and we had electricity. The houses were all frame houses. Many of them had originally been built so that they could be loaded on railroad cars and moved, the same as the bunkhouses at the single men's camp.

Fry: In the old railroad days?

Boddy: Yes. However, when the camp was built (they began to build it about 1925 or '26) they began to put some of these houses in, and then in later years, in the early thirties, they built some more permanent type houses which were a little larger and were not subject to being moved quite as easily. They were all frame construction, and when I moved there they were pretty much uniformly a gray sort of color. During the time I was there we did get variations in color. We had some white, some yellow and blue; a little more variety. The living conditions, actually, I think were extremely good for that type of a camp. They were fine people. We enjoyed it socially as well as working with them. A lot of kids in the camp. In fact my two oldest girls both started first grade when we lived there.

Fry: Where was the school?

Boddy: In Cathlamet. They got on the bus each morning and rode the bus in and back. So we had a little community more or less of our own. We went to Cathlamet to shop some five or six miles away. There was a satisfactory road, so there was no problem to get there. We lived more or less in a little community all of our own which, frankly, I enjoyed very much. The older children still remember the experience with considerable satisfaction, and they like to tell friends that they lived in a logging camp. It impresses them.

Fry: This logging camp was really not the old kind. It was more the transitional--

Boddy: That is right. The single men's camp at one time had facilities for about three hundred men, but by the time I got there at the end of World War II, the transition was already pretty well underway. We had a number of so called "home guards," men whose families lived in the area and who went home every night. We had about a hundred to a hundred and twenty-five men in the single men's camp eating in the cook house. The cook house was fairly large and well arranged for a plain cook house. It served good food. In fact, for the loggers you had to have the best because they ate a lot. A logger was, somebody said, presumed to eat about five or six thousand calories of intake a day because of the kind of work he did, so they had to have a lot of food and good food. Some of the people on those eight hundred calorie diets would never have made it.

Fry: They really were served that high a caloric intake?

Boddy: Oh yes, and if the food wasn't good they didn't stay either. This was pretty much a requirement. For breakfast he'd have eggs and bacon, hot cakes, and fruit, and toast, and hot and cold cereal. It was all on the table and he had as much as he wanted, and they kept bringing it as long as he'd eat it. They packed a cold lunch in a lunch bucket which the lunch man put up for them. Any one logger would carry more lunch than we have here for the two of us. Then for supper there would always be at least two kinds of meat and sometimes three, as well as a variety of vegetables and bread and butter. It was a very substantial meal.

Fry: Was this contracted out to a private company?

Boddy: No. Some companies did this but we employed a chef and a kitchen crew, and waiters and waitresses, as the case might be. It was quite a company expense. The men were charged for room and board. Now the room and board charge was substantially less than the cost

Boddy: of maintaining the facility. It was kind of a fringe benefit that developed. I was told that prior to World War II a good chef could feed and maintain his crew on just about what the room and board charge was. The charge never went up, although the cost of operating the facility did go up so that at the time I'm speaking of, it was an increasing deficit every year.

Fry: Why didn't the charge go up?

Boddy: Because it was a negotiable item to the union, and the union resisted efforts. It was brought up for discussion and the union resisted efforts to increase it. We pointed out that actually they were discriminating in favor of one group of their own members since the married men didn't pay the charge but they had to buy their own, at whatever the prices were. Nevertheless the board and room charge is very hard to raise. There were one or two small increases negotiated, I believe, soon after World War II; but after, I think, about 1950 I don't think there were any.

Fry: I'd like to ask you more about any local government that might have existed among the residents. Now this I think might be a form of personnel relations that wouldn't have much to do with the union. Did you have a representative group of people who would help develop policies for the company, who was a landlord of the living accommodations?

Boddy: The basic policies were either formulated or approved by Mr. Stamm, who was the manager and lived in Portland. They were administered by the local manager, whose name is Lou Reese, and I was the personnel man. I was involved in this from the standpoint of being one channel of communication; and being the guy to whom they brought the problems and looked to.

Well, for example one night, the wife of a man working there, who lived in a family camp not far from us, became quite ill, so I was the one to whom they came. I took her in my car to the Longview Hospital. This was the type of thing that does seem to go on. Now the manager lived there in camp also, during this period.

The rent incidentally for these houses was extremely reasonable. You had a rental--there was a little variation--ranging from about \$11 a month to about \$14 or \$15, as I remember. None of them had furnaces, of course, nor fireplaces. The heating was done by a heating stove, and usually in the kitchen. If you had an electric range, you had a gas burner or a wood stove alongside. But we had electricity, and most of the comforts that anybody else would enjoy.

- Fry: What about the status that a person had within the company. Did this affect either his social life, within this little village, or the type of housing he got?
- Boddy: Yes, to some extent it did. I think this was natural. For example, when a man was hired--say on a beginning job--usually he would live in the single camp, until such time that he had been there long enough that the company was satisfied that he was going to be satisfactory enough to keep, and until he'd been there long enough that he felt he wanted to stay.
- Fry: This is a married man you're talking about?
- Boddy: Yes. It was kind of getting acquainted. This might last a month, six weeks, two months depending upon the individual involved. Then, if he wanted a family house and if there was one vacant (which there wasn't always), he would move into one of the smaller homes, simply because that was the one vacant. If there was not one vacant he would go on the waiting list. The man who had lived in that home before might have moved into a larger home that somebody else had vacated who was being transferred or quitting or something like that. However, once you got in the family camp, you nearly always started in a small house. A three room house, with a kitchen, a living room and a bedroom, was known as a "railroad car." The other houses had two bedrooms and were a little bigger. Once you were in the camp you could work your way up. If you stayed long enough and progressed a little bit, you got a bigger house. There was a certain amount of status, although nobody made a big deal out of it.
- Fry: Because it was a matter of seniority as well as the position you had been promoted into in the company.
- Boddy: That's right. We had salary people of various positions living there and we had hourly people, from the beginning choker setter, up to the man who had been there some time, and had a responsible position. Actually looking back, there were very few problems. Naturally, you have quite a variety of wives in a situation like this, and you would find that little cliques would form, to a certain extent.
- Fry: Were these based on what? Kind of educational levels or the position of the husband?
- Boddy: Well, I don't even know.
- Fry: Bridge playing ability?

Boddy: Well, this was part of it, because we had groups that played bridge and other groups that did other things. My wife could probably give you a better answer to that. I didn't pay much attention to it, except I knew it existed. Of course, as personnel man, I tried to be on a friendly basis with everyone. This is part of the responsibility of the job that you don't join one group against another. As a result we were acquainted with everyone and we got along well with everyone, and socially we were not too restrictive. We had certain people we socialized with more than others but we weren't unduly limited as far as our choice goes. We had friends outside of the camp too.

Fry: Now, you stayed there until 1951?

Boddy: Yes, November 1951.

Fry: And then where did you go?

Boddy: I went to Longview and took a job selling automobiles.

Fry: That's quite a switch from being a personnel manager, working with cars, and in a salesman capacity too. Did this have any implications then for your later rehiring? It seems to me that you were rehired at a higher level.

Boddy: Yes, I was.

Fry: Quite a lot higher level, wasn't it?

Boddy: Well, yes. My work at Cathlamet related only to that division; at the time I left I was Personnel and Safety Supervisor of the Cathlamet Division, and I came in here as Personnel and Safety Supervisor for Northwest Timber. Here I have at least the function of responsibility to all of the personnel and safety activities in all of the camps. As far as what effect the automobile selling had, I don't really know. I always felt that I learned a lot from the experience, but what effect that may have had on my rehiring I don't know.

Fry: Probably not too pertinent.

Boddy: I don't really think so.

Labor Relations

Fry: After you came to Portland, you had more to do with labor management relations and so forth. This is the section that we talked about that you might discuss some of the major strikes, and just sort of give us an outline that would help in our future investigation into labor management relations in Crown Zellerbach.

Boddy: Actually my own direct participation, as I mentioned, didn't really begin until 1958. However I was involved in, and somewhat familiar with a good deal of this a part of that time although my basic job was personnel and safety.

Fry: Can we go into your outlining the major strikes for us. Was 1954 the first major one with which you had contact?

Boddy: Let me review my record here. It seems to me there was one in 1948. Yes, it was 1948, in District Eleven, which was made up of the boom men and rafters, which were the people who were making up the log rafts after they'd been built in the water. They rejected the recommended settlement reached by the industry group and the boom men negotiating group, and struck on April the 5th. They were all out for various periods of times but they were all back prior to the end of April, settling on the basis that had been originally recommended. This didn't affect us at Cathlamet because our boom men were not members of the Boom and Rafters Local. They were members of the Woods Local, so as far as I recall, and they continued to work. That's my personal recollection although, I wasn't directly concerned with it, and I remember it by my notes here. Then in 1949 I don't see any occasion of any major strikes.

In 1950 I remember quite well because that was the year that we first negotiated the Health & Welfare program. In the company we had set up a program of hospital, medical, surgical coverage and group insurance some years before, which our employees had enjoyed. Most companies had not done this. In 1950 the union through their top level negotiations, did negotiate what you might call an industry-wide type of health and welfare program. I remember that very well because our own employees were quite unhappy about it, because they already had something, and this was something that they were a little suspicious of. In fact, as part of the changeover it was required that they sign cards withdrawing from the company's plan and enrolling in the new negotiated plan. The local business agent was not able to get many of our employees to sign. Since we had actually made the agreement and signed it, we had an obligation to join with them.

Boddy: I can still remember going out in the woods and actually myself, getting the cards signed, and it wasn't really my responsibility. They wouldn't sign it for the business agent.

Fry: So you were kind of in a position then of forcing the union members to comply with the union demands that had been won in the confusion.

Boddy: That's correct. And I can still remember being chewed out quite royally by a couple of individuals who didn't quite understand what was going on, and why I was doing what I was doing.

Fry: They were afraid that because you were a member of management--

Boddy: They wanted to blame the company for something, and I was the company to them, so they worked at it.

Fry: Was one of the problems here that the plan that the company had already instituted had a more favorable benefit than the one from the union?

Boddy: No, not so much. I think the benefits were reasonably comparable. I would say there wasn't enough difference to have been a factor. But the point is that they had a program, they were giving it up for one they didn't really know anything about, and they thought that they had not been consulted. As far as the negotiations were concerned, this was something really they hadn't authorized anybody to do for them. Now this wasn't maybe true throughout the industry, but in our company, because of the program we had, they had this resentment of it.

Fry: Do you know about when you had put in this program?

Boddy: Well, it was before my time. My recollection is that it was in the late 1920s. I don't think I could come any closer than that. This was part of a corporate wide program. Incidentally, it wasn't developed just for timber, but our logging employees were under it, the same as the milling employees, or office employees, or anyone else.

Fry: I see. This included hospitalization.

Boddy: Yes. The basic coverage was hospital, surgical, medical coverage which is usually one package; and then group life insurance, which includes term life insurance, on a group basis, accidental death and dismemberment insurance, and some type of indemnity for time lost due to illness. These were the basic things.

Fry: I didn't hear you if you mentioned the fact that there had been a labor stoppage over this.

Boddy: No, there was not in 1950. Now I say there was none that involved us. Weyerhaeuser in 1950 had a strike that lasted from May 15th to July 27th.

Fry: Over this issue?

Boddy: Over the health and welfare and the union shop issue. These two issues were both involved in that. And I see the Coos Bay Lumber Company was struck on on the union shop issue for about three weeks that year.

Fry: Do you mean that Crown Zellerbach had already settled the union shop issue?

Boddy: Yes, that is correct.

Fry: Was this during your time?

Boddy: My recollection is that it was before my time. The clause we still have in our contract is the basic War Labor Board award which was made during World War II, and which set up the language and the basic approach for contracts in the union shop. Well, I would assume that it was done sometime during World War II. There was a strike of boom men in the Tacoma area in 1950 for about three weeks.

Fry: At Crown Zellerbach?

Boddy: No. Crown Zellerbach wasn't involved in any strike that year. There were various strikes throughout the industry, however. I have rather dubious notes but find references that there were some. In 1951 there were no strikes involving us; I don't see any indication here of any substantial strike activity over contract negotiations. Now in 1952, quite a bit of the industry was struck. I'll see if I can find out to what extent. I wasn't with Crown that year.

Fry: You were selling cars. Now, I know why you sold cars.

Boddy: Yes, Crown Zellerbach as a part of the Columbia Basin Loggers was struck from April 28th to May 20th over contract negotiations. Then in 1953 I don't recall that we were involved. There were a group of companies struck that year. I see here, Coos Bay, St. Paul, Tacoma, Willamette Valley, Santa Ana Lumber, Simpson Logging, and the Tacoma Area Boom all had strikes that year.

Fry: Was this one special issue building up?

Boddy: This was primarily on wages this year, 1953.

The 1954 Strike

Fry: Then in '54 you had the really big strike? Was this primarily the same issue?

Boddy: Well, yes I would say so. Wages as such were the primary issues in both years. During this period wages were the main issue.

Fry: Do you have anything you could give me that would kind of clue me in on how the wages of these workers and this union compare to the wages of other workers?

Boddy: I have an historical record of wages and wage increases which I will give you. I don't know that I will have here a record that would make that kind of comparison.

Fry: I just thought you might have an attitude or an opinion about this.

Boddy: I do. In general the loggers at one time were among the higher paid group of workers. Gradually, since World War II, we have seen other workers gain greater increases and actually climb ahead of loggers as far as their actual average income is concerned. For instance, I suppose you can say in a way that we have been too successful in our negotiations compared to somebody else in that we haven't granted a substantial wage increase as some other industries have. Our pulp and paper plants negotiate with a coast-wide association and at one time in my memory, the loggers average wages were higher than the pulp and paper mill workers. Today that's not true. The pulp and paper mill wages are higher on the average than the loggers which indicates a trend anyway.

Fry: So that's the picture that was building up in the early fifties or beginning to build up. This is what they were working for then?

Boddy: That's right.

Fry: So they had this long and I gather rather costly shutdown of the industry in 1954?

Boddy: Yes.

Fry: Do you have the dates on that and then we can check it with headlines?

Boddy: Yes. The major part of the industry was struck between June 17th and June 21st. They didn't necessarily all go down the same day but during that period. Then the strike in general ended the month of September, beginning perhaps as early as September 3rd in some cases, and in others as late as September 29th.

Fry: Crown Zellerbach then negotiated this through their industry negotiating committee?

Boddy: Yes, we were members known as the Columbia Basin Loggers. The Columbia Basin Loggers actually was represented in negotiations by another association, Lumbermen's Industrial Relations Committee, which negotiated with other associations for the 1954 bargaining. Some companies also negotiated independently such as Weyerhaeuser and Georgia Pacific. A note says here that in 1954 each association met separately with the Lumber and Sawmill Workers, who we weren't concerned with at that time. We did meet concurrently with other associations and with the IWA [International Woodworkers of America].

Fry: You were working with Crown Zellerbach at this time.

Boddy: Yes, I was. I was not directly in the field of negotiations.

Fry: The actual meetings then were handled by the negotiators for Lumbermen's Industrial Relations Committee.

Boddy: This is right. However, there was kind of an interesting background here, and I don't know just how to describe it. Beginning in the fall of 1952, some of the industry leaders which included Mr. Stamm and others from other companies, formed a very informal group of industry people. They met in an attempt to formulate some policies and discuss recent decisions in regard to industry bargaining, because a lot of this bargaining was being done by the associations meeting as a concurrent group with unions.

This committee was known as the Arlington Club Committee, or the Ghost Committee, or the Luncheon Club, and so forth. But it was in existence during this period, so what actually happened was that this committee would meet perhaps at the Arlington Club, which is one of the clubs here in town. The industry principals would not appear in the negotiations. The negotiating as such would be done by the association spokesmen representing the companies. But the guidance was being furnished by this industry top committee; people like Mr. Stamm, and others were reviewing what had transpired and were offering their suggestions concerning certain limits, as to how far we should go, and this type of thing. It was really a policy committee. It was more advisory because--

Fry: These men carried power.

Boddy: That's right. So at any rate, this group was in existence and had a real bearing on the negotiations.

Fry: I need to get some names here of the men on this with Stamm.

Boddy: Well, let's see: Elliot Jacobs; at that time there was Booth Kelly, presently with International Paper; Roy Gould, of Diamond Lumber; Joe Greenland, of Oregon American; I believe Roy Morse, of Long Bell (it's now International Paper). We had a representative from Talbott. I know they've had some changes. I don't remember who that was, but a great many of the major companies were represented there and as I say it's been some little time. Mrs. Day could tell you who they were because she was Mr. Stamm's secretary and she kept notes and I'm sure her memory's better than mine as far as some of the individuals are concerned.

Fry: Can you give me now a rundown on the demands of this big strike and how unions and industry came out at the end of it.

Boddy: The strike was on the basis of wages. If there were any demands, they weren't listed here. I can look them up. But wages were the cause of the strike.

Fry: Did they get the wage increase that they were seeking?

Boddy: No, they didn't. Actually this was a case where nobody was very happy at the way it worked out. Well, the industry position was that the wages should not be raised, and I forget now how much the unions had asked for, but my recollection is that it was about 15 cents. I may be wrong in this. During the course of the strike, some of the smaller companies made what are known as sweetheart settlements for usually 5 cents in this particular case. That's 5 cents per hour general wage increase. The union thereupon ceased striking their operations and they went back to work. In general however these were quite limited, most of the industry was down as I mentioned until September. But what finally happened was that they agreed to settle the strike in September on the basis of being bound by the results of the governor's fact finding panel which I mentioned. The governor's fact finding panel worked until December and came up with a recommendation that wages be increased by 7 1/2 cents an hour effective January 1, 1955, that the contracts then be closed and run until April 1, 1956. And this was generally accepted, although as I say, many of the people in industry and many union members were not very happy with it.

Fry: Who was on this governor's fact finding committee: Were these professional negotiators who were brought in?

Boddy: No. They were not, but I can't tell you the names of the people who were on there now. This is available I'm sure. Mrs. Day may have some records on that, because as I say, Mr. Stamm was directly involved. If not, I can find out I'm sure. If this is important, I can ask some of the other people.

Fry: There's something I might want to know when I talk to Mr. Hallin again because I suppose he has some knowledge of this.

Boddy: Well, I'm not sure. At this time I think he was in Canada as vice-president of timber operations in Canada so I don't know how much--I'm sure he was kept informed but I don't know. So I couldn't really say.

Fry: Yes, I guess it would be knowledge that he had gathered later then when he got into a position of being in charge, after Stamm.

Boddy: Yes, well, I'm sure he knew something about it.

Fry: Because he did have this job in Canada at that time. Something else I should try to get from Mr. Hallin is the difference in personnel practice if any in Canada and the United States.

Boddy: Remind me before we get through. I think with a phone call I can find out who these members were. Because of the '54 strike and the type of settlement there weren't any real negotiations in 1955. However, probably because of this there were some bracket adjustments made and some wage increases given and then contracts closed and extended until 1957.

Fry: You mean this was a two year contract?

Boddy: No, the strike was settled in September so actually the contract may have been signed retroactively to say April 1, 1954 and run to '56 but it wasn't really a two year settlement. And there were wage adjustments made in November of 1955 I see, and in January and February of 1956. I don't see any indication of any strike activity during that time. In fact, while there were strikes in the industry between 1954 and 1963, there were none which affected any major segment of the industry. Individual companies were struck, perhaps over contract negotiations or grievances. In fact, we had, I think, one or two fairly short strikes over grievance problems, but not over contract negotiations.

1958 Negotiations

Fry: And you came into negotiations in 1958 on a more active and direct level?

Boddy: That's right.

Fry: So maybe we should first get down here the men with whom you dealt in the union from 1958 on.

Boddy: Well, in the IWA, Harvey Nelson is the man who's been in charge of the region since that time, and before that time, and still is. He's president of Region Three in the IWA and a lot of my dealings have been directly with Mr. Nelson, and he has served as spokesman for the union committees that I've dealt with on many occasions. There are other people, however, who also should be noted. One is Mr. Ron Roley who was one of the vice-presidents of Region Three and is now the vice-president of the International. While he was with Region Three, I worked with him on a number of occasions. There have been various others.

Fry: But those are the major ones.

Boddy: After Mr. Roley went to the International, D. C. Gundersen took his place. For the last several years I have done a lot of work with him in connection with contract administration and grievances, and so on. Bargaining, contract bargaining, has traditionally been done as a member of the group, so since about 1958, I have been usually a member of the negotiating committee for contract negotiations. But again, Crown's policy in participation in policy decisions has been primarily through Mr. Hallin, and then we work within that framework in our bargaining.

Fry: Maybe you'd better explain exactly how you split up your job, being responsible to Mr. Hallin for some of it, and to Mr. Richen for other parts.

Boddy: Well, primarily my responsibilities to Mr. Hallin had to do with the contract bargaining, and our company relationships with other companies in the industry on labor relations. Mr. Hallin as senior vice-president, is charged with this responsibility, and he determines and states the policy we will follow. I try to carry that out, being here within the area. He personally takes part in many meetings and talks to other company officials. We work closely together and he may call me directly or I may report to him directly on these matters. Then I would also notify Mr. Richen, who is my immediate boss, and talk to Mr. Peterson, the logging manager, and the other managers involved in something like this. But in this particular area I report more directly to Mr. Hallin.

Boddy: On matters of day to day labor relations, grievances and contract administration, minor modifications, such as redefining the agreements in areas of certain types of job classifications, or possibly minor bracket adjustments, I work with Mr. Richen and Peterson locally. Mr. Hallin is aware of what we're doing, but he doesn't get very directly involved in it, beyond saying, "Well, go ahead and see what you can work out and if it's okay, do it." That's about the extent of that. We work there and then, of course I report to Mr. Richen directly in matters pertaining to personnel safety and salary administration, and other factors of personnel relations.

Fry: When was your first real challenge after you took this position?

Boddy: Well, let's see. I'm trying to remember the bargaining in 1958 which would have been the first year that I was involved in it. My recollection is that I was one of a number of employer representatives sitting on the bargaining committee with LIRC. The spokesman was the paid association secretary, Mr. Durham. We met concurrently with two other associations: the Willamette Valley Lumber Operator's Association and the Plywood and Doors Manufacturers Committee. I was sitting there as a member of the committee and I don't recall whether Crown had any major problems there.

I am reviewing here and I see that there were some strikes. 1958 was the year we met in May, to bargain. Business was a little bit rough. The union agreed with us to close the contracts without a wage increase, but that wages would again be open for negotiation in September of that year. In the fall we did meet again, and we agreed on a 7 1/2 cents wage increase and the other groups bargaining apart from us, pretty much did the same. I wouldn't say that there was any great challenge insofar as I personally was concerned. It was my first exposure to the actual negotiations, and I was interested in learning, and I took part to the extent that anyone in my position would take part. It was interesting and new, but nothing too challenging.

Fry: Was this sort of the picture on up to that 1963 strike? There weren't any real big troublesome strikes that came up, or did you have some that really affected company policy and company pay rates?

Boddy: No, we didn't; although there were some events in there, that to me at any rate, were interesting and some were challenging. One thing that happened was that the fallers and buckers in our operation had been traditionally paid on a piece work basis, but for a number of reasons it became desirable to change that and pay them on an hourly basis the same as any other employee. But

Boddy: this was rather difficult to accomplish. Charlie Nichols, who was one of our logging managers at that time, had felt for quite a while that this should be done, and he had done some preliminary work and had had some studies made on it. He and I, beginning late in 1958, started to develop a specific program whereby the change from piece work to day work, which obviously was being resisted by the fallers and buckers because it would in effect cut their earnings to some extent, would combine with some bracket increases. Those increases were designed to overcome the fact that many of the wage increases, made as far back as 1935, were increases where the man who was making \$2.50 and the man making \$1.25 both got 5 cents increases. Well, it was only half as much of an increase to the man who was making twice as much money. The result was that the differential between wage rates were gradually squeezed together.

We had had some percentage increases but not sufficient to really accomplish this. We did put together and negotiate just as a company while the contracts were closed, a rather complex agreement which accomplished this. This was a real challenge to accomplish so I mention it. I think this probably was the first real challenge that I had in labor relations and it came when contracts were closed and we couldn't have [inaudible] legally if they'd wanted to. We still had the goal to accomplish, and we had a program we felt should accomplish, and we were successful in achieving it.

Fry: Did you work with anyone from labor in this?

Boddy: Well, yes. We had to negotiate this with our union committee and we discussed this with an overall union committee, of which Harvey Nelson was the chairman and spokesman for the union. There were representatives from all of our local unions. We had fifteen individual contracts with the local unions of which seven were boom men and seven were woods workers locals. As a sideline I would do a certain amount of labor relations work for a sawmill and plywood plant which has a contract with the lumber and sawmill workers. But, I probably should handle that separately.

Fry: We have a big topic already.

Boddy: But this was bargained over a period of several months in discussion with the union leaders and the committee, and finally accepted by all of the locals involved, and put into effect in March of 1959. And at about the same time, sometime in '59, a decision was reached by members of the industry that this multiplicity of associations, which I've mentioned, should be resolved and that we had a better way of bargaining on contract openings than the concurrent type of argument, that had been done.

Boddy: I was named as chairman of a committee to draft by-laws and articles for the formation of a new association, which was an interesting experience. I had a committee of about fifteen people, I guess, representing many of the major companies in the industry. We worked on this, I would say, off and on most of a year, and finally did come out with an association. However, we did not achieve one of our goals, which had been one association to replace the other associations. What we did achieve was a kind of a super association, in which we had an association known as Forest Product Operators that represented these other associations in bargaining. The other associations retained their identity and their own membership, but they assigned bargaining authorization to the FPO. Actually, my timing is a little off because this group FPO did bargain in 1959. So this committee of mine must have been working in late '58 and early '59 in order to be ready for '59 bargaining that took place mostly in April or May. This group negotiated the first two year contract to my knowledge, in the industry; and then having done that, the industry decided that this wasn't the type of association they wanted.

So, I was named chairman of another committee to form a new association which would replace the Forest Product Operators and the other associations (which would then dissolve and go out of existence). We worked on this for some time and were successful in about September or October of 1960, during a period the contracts were closed, in getting an association which was acceptable to the other associations which did dissolve and go out of business. We formed what is today known in operation as Timber Operators Council, which is an association of lumber industry firms.

Timber Operators Council

Fry: About how many?

Boddy: At the present time there are about 140, I believe.

Fry: Now this other one, the Forest Product Operators, you had about fifteen companies represented on your committee.

Boddy: Yes, each association sent a committee which was part of the overall committee, so this was the FPO committee. Similarly the committee that formed TOC--it was a pretty big committee--was represented by a group of people from each association that was going to go out of existence, to be sure that they were going to be treated fairly, and that the new association would have objectives and function that would be acceptable to their membership.

- Fry: So you didn't have straight down the line representatives of companies.
- Boddy: No. They were members of companies but they were representing associations.
- Fry: To save some time on the interview do you have any kind of records on this that I could have a copy of?
- Boddy: Well, I send them all over to Timber Operators Council after it was finally logged; I had quite a collection in the files. Whether they still have them or not I don't know. I can find out. They're here in town, and if they have them I'm sure they'd be glad to have you take a look at them.
- Fry: Now is this the one you function under right now?
- Boddy: No. We're still a member of it and it's still in existence and quite a strong and thriving organization, but our 1963 bargaining was not done through Timber Operators Council but through yet another association.

The Association

- Fry: Was that kind of an ad hoc association?
- Boddy: To a point it was. Beginning back, it was probably 1963, there was some interest on the part of some of the larger companies, as to whether or not their bargaining interests were best to be served by an organization such as TOC, which has a broad spectrum of the country's large, small and various approaches to the forest industry problems, or by bargaining independently as Weyerhaeuser did for many years, and Georgia Pacific and Simpson still do. Some of the larger companies wanted to get together and form an association of their own, so meetings were held beginning, some time, I think, in 1962. Wherein a number of companies including Weyerhaeuser, Crown Zellerbach, Simpson, St. Regis, United States Plywood, Rayonier Inc., International Paper, and there were one or two others, gathered for the purpose of talking about the organization of such an association. Mr. Hallin took an active part in this and there would be some meetings where only the principals, the presidents or vice-presidents would get together. There were other meetings where Stamm, or people like myself might be present or, perhaps the staff people would be formed into a technical committee to do research on some of the various aspects, so I would work with that group. This went on over a period of some

Boddy: months with the result that in the spring of 1963, a document was prepared and signed in which the association was formed and that's its name, The Association.

Fry: Yes. This is the one that was popularly called the Big Six.

Boddy: There were six companies and still are for that matter. This was formed as a full time unit bargaining association fully bound to the results of bargaining which was a departure. Most of the bargaining in industry in associations had resulted only in a joint recommendation in which the top committees of employees and unions would say all right, we will recommend to our companies, to our union membership that they adopt this settlement. But either the union won't give in and might not ratify it, or an individual company had the right to say, no, we won't accept it, we'll bargain on our own from here on. The Association said, we will bargain together as a unit, and we will be bound by the outcome and we bargained with both the IWA and the LSW* on this basis with the result, as you probably know, that in June of 1963, having reached an impasse in bargaining, two members of the Big Six were struck. The other four proceeded to lock out. The lockout had gone on until about August the 7th or 8th--about the 7th I think. Settlement was reached on August 13th, and the struck companies went back to work.

The 1963 Strike and Model Negotiations Session

Fry: Now, how did this come out? In fact, you might run down on the major issues involved here.

Boddy: There were a number of them. I have a summary here.

Fry: If you have something printed there, maybe we could just put that in.

Boddy: I summarized it quite carefully at the time in fact, because for one reason, I had to make reports on it to many people, and I also wanted the historical record. This will give me a quick rundown on it. Each year the timber department of the Northwest Timber puts out an annual report which is fairly comprehensive and in that

*Lumber and Sawmill Workers, since changed to LPIW, Lumber, Production and Industrial Workers.

Boddy: I make a summary of the major points concerning labor relations. The Association opened and requested of the union the following things: 1. The amendment of the hours of labor article to provide for a work schedule, other than Monday through Friday, under certain conditions. In other words there are certain kinds of plants such as plywood plants, hardboard plants which are on a continuous production basis. Well, their contracts mostly provide that all Saturday and Sunday work has to be at time and a half. Monday through Friday was the normal work schedule. What they wanted to do was to develop a four shift type of operation, whereby you had a seven day operation without the penalty time for Saturday or Sunday, as such, so this was one of the things we asked for. We also had been plagued with the concerted refusal of some of the employees to work over-time. We felt that this was not protected under the existing agreement, and we wanted this clarified and restated. We wanted to amend the grievance procedure. I'm talking now about the whole association. We all agreed on this.

Fry: Yes. This was the Big Six.

Boddy: Some of these companies had problems in some of these areas and some in others, and possibly some not in any, but this was The Association.

Fry: I see. As you go through this you might tell me which ones were the concern of Crown Zellerbach too.

Boddy: We were not concerned directly with the hours waiver--well, this would have been helpful to us in our plywood plant. This is under the Lumber and Sawmill Workers. This is not a part of Northwest Timber but it did [inaudible] part of Crown Zellerbach's Industry Association. I don't recall that we had had as a company any concerted refusals to do overtime work. Weyerhaeuser did, and I think a couple of other companies did, but we agreed that this should be clarified. For our grievance procedure, we wanted clarification to the point that employees would work as directed, pending a settlement of a grievance. Many of the contracts of the industry, state that the employee will work under the conditions existing prior to the agreement, which means that if you change something and it's a grievance, then you have to change it back until the grievance is settled. We wanted to be able to have him continue to work as directed until it's settled. The IWA opened for a general wage increase of 40 cents per hour plus additional bracket adjustments with a three year contract and travel time pay for loggers. The Lumber and Sawmill Workers opened for a general wage increase of 60 cents per hour.

Fry: Now let's see, the 40 cents an hour increase was for the loggers.

Boddy: Yes, the IWA. Actually both unions had loggers and both had sawmill hands, but they are separate organizations. Those were the official openings that we received, and of course, we had a number of meetings with them prior to the expiration of the contracts, which was June 1. On June 5th both unions struck U.S. Plywood and St. Regis Paper Company and we then closed our operations along with the other members of The Association about June 7th as I recall. We held a number of meetings after that time.

The final settlement was as follows. There was a joint settlement involving The Association and both unions, it was a three year contract. The wage increase was as follows: June 1, 1963 a ten cents per hour general wage increase and two cents per hour to be applied by means of bracket adjustments; on December 1, 1963 there was a five cents per hour general increase; and on January 1, 1964 we were to work out a travel time differential based on a four cents per hour factor for woods employees only. In other words this did not affect mill employees. June 1, 1964 a six cents per hour general increase was to be enacted; and June 1, 1965 a six cents per hour general increase. There were two other parts to this: retiring employees would receive a pro rata vacation for the year in which they retire, and there will be no concerted refusal to work overtime to obtain a bargaining objective or a grievance settlement. This relates back to what I was speaking of before. A joint committee was established to study and make recommendations on the effects of automation and other related subjects in the industry.

Fry: So a study committee was started on automation.

Boddy: Yes.

Fry: Had you had to have many layoffs up to this time as a result of automation?

Boddy: No. Actually that's one thing in this industry. There had been the changes due to mechanization, not automation. The number of loggers has shrunk because old mills are being closed, or sold, or going out of business. There's been a consolidation because of the cost of doing business, but actually take our own case. Five years ago we had perhaps 750 or 800 hourly employees in our woods operation. Today we have maybe 1,100 or 1,150, so we've mechanized to beat the band all that time.

Fry: This is for a proportionate increase in your timber operations you mean.

Boddy: Well, this is a complex subject and Clarence Richen should discuss this with you. It isn't enough to say that our volume of production has remained the same or has gone up, because five or ten years ago we were logging primarily large timber, big timber, which required one type of operation to get a certain amount of volume. Today we're logging much smaller timber. If you're talking about 1,000 board feet, you might have several thousand board feet in one log. On the other hand, today you might have ten logs to get 1,000 board feet. So your jobs are different, your equipment is different, you have all these variables.

But I don't think there's a direct answer that really can be made to that question. All we're saying is that we're trying to manage our timber lands efficiently. With all the mechanization we've done, we haven't eliminated people. We've made jobs and we've created many more jobs, we haven't eliminated people--we've added people. Of course, in a smaller operation it might work the other way.

Fry: You had just mentioned this automation study committee, and the relation of automation to the timber operations--

Boddy: Actually, this committee never functioned. We had one meeting, but because of the unfair labor practice charge which the unions filed on the lockout, we were never successful, although we pursued it for some period of time. As secretary of The Association, I made a number of efforts to set up meetings of this joint committee; however, as I say, we had one meeting, which was supposed to be a sort of a lay-the-groundwork type of meeting, but it didn't produce anything in particular. In fact, later on at testimony the union said we didn't think this was an automation meeting. So we were never able to pursue it, mainly because they felt it might jeopardize their position on their unfair labor practice charge if they met with us, even though this was a part of the signed agreement that we would do these things. Now, why they felt that way, I don't know, but we have to surmise. The point is that regardless of all efforts, there were no such meetings beyond this one I mentioned. So I can't say how well it functioned.

Fry: But automation was a concern of the unions too.

Boddy: Yes, they initiated the request for such a meeting.

Fry: Did the issue of automatic cost of living increases ever come up in this industry?

Boddy: Not to my knowledge. I don't recall that we ever talked about the automatic adjustments based on the index. I presume this is what you're speaking of. Well, I don't recall it ever being

Boddy: discussed. At least not to be negotiated on. The cost of living figures of course are always cited by the unions as part of their bargaining procedure but--

Fry: This was done with each contract?

Boddy: Yes. I don't recall any effort to incorporate this type of adjustment into any of our contracts.

Fry: I would like very much to get some quick pointers from you on the differences, the diversity of opinion and general labor management philosophy between Crown Zellerbach and some of the other members of the industry.

Boddy: Well, I'll try. You should ask Mr. Hamilton because I'm sure he has some opinions; and as long as you understand these are just my personal reactions and his may be quite different from mine, although I don't think they'll be too much different. We worked together and they should be similar.

Let me try it this way. Crown Zellerbach has for a long time recognized that unions are just one more part of the business. In other words, we take the position that we deal with many people and many groups of people. We deal with suppliers, we deal with customers, we deal with contractors, we deal with unions, and we have contractual relationships with many people, including unions. We negotiate on most of these contracts including those with unions, so that it's just one aspect of doing business. And we expect to live up to our contracts in good faith once we've agreed upon them, and we expect them to be observed by our people and by the other party, whether it's a service contract or a union contract. This has been our basic approach but I don't feel that this feeling is shared by all members of the industry. There are some who regard the unions as a third party coming between the management and its employees, someone that they would like to get rid of if at all possible. This type of thing.

Fry: You mention honoring the contracts and agreements. Do you mean that there are some companies that try to water down the way they follow the agreement?

Boddy: No, I don't necessarily mean that they would not honor their contract. The point is however there are times when they have encouraged the employees to recertify a union as a representative bargaining agent. They have in some cases put stumbling blocks in the way of union relationships that in my opinion, weren't necessary. I'm not saying that anything illegal was done, or that it's improper that you take the point of view that you'd rather not have the union.

- Fry: Yes, but it's in that day-to-day administration that you were talking about where I guess it can be made more difficult to follow up the terms of the agreement.
- Boddy: Yes, if you take an antagonistic approach to every day-by-day problem that comes up in which you build your defense and stand fast, you can delay and temporize and put all kinds of restrictions in what you might otherwise call, the normal flow of getting some business done. As I say, I'm not accusing anybody. It is a feeling of many companies that unions don't really belong in this, and there are some that feel that way about it. Our position for many years has been accept what we have, and let's not worry about what we should and shouldn't have. We do have other people we do business with, so we try to maintain a workable relationship. This doesn't mean that we try to make buddies out of them, because this doesn't work very well.
- Fry: You expect them to fight for their cause so you can fight for yours.
- Boddy: Right. They have certain responsibilities to the membership and the membership expects them to turn it out, and this very often causes disagreements. They have one point of view and we have a different point of view. However, we take the position, let's get the facts together and try to identify the problem and get an answer so we can keep right on going. This has been the approach we'd tried to follow. And [inaudible] more or less the opposite. You don't do anything you're not supposed to do.
- Fry: I wish there was some way to get a picture of an actual negotiating session. I've mentioned that to you before, and I think what you referred me to, a transcript of your hearing.
- Boddy: If you're talking about procedure, the mechanics, the appearance of it, I can outline this for you. If you're talking about how the issues are presented and so on, then the transcript is better. I can let you read some of my minutes of the negotiating sessions that actually took place if these would be of any help to you.
- Fry: Why don't we have those, and then at the same time you give me the rundown here on how the procedure operates.
- Boddy: I can give you the outline of it now. The various meetings that were held began meeting on April the 24th, and we met more or less continuously, as I recall, through April 30th. Now if you notice the way I describe the attendance. We started out with Harvey Nelson who was the chairman, and James Fadling, who is one of their board of directors, Elwood Taub, the Director of Research and Education, and thirteen other committee members; these were

Boddy: mostly business agents from the local unions and the other vice-presidents of the regions. Then for The Association, Rowley Wyatt of Weyerhaeuser was the chairman spokesman for us, the employer representatives from the six companies. The representatives from the companies were primarily the principals, such as Mr. Hallin, and other vice-presidents; and the staff people, such as myself and Mr. Greeley and Mr. Webb, and others from various companies. We sat on two sides of a rather long table. Harvey Nelson would sit in the middle of his side of the table flanked by Jim Fadling, and this is a story of its own; Jim Fadling and Harvey Nelson and their relationship, which sometime if we have time, I'll tell you about that one.

Fry: Oh, you mean, they didn't always agree and see eye to eye.

Boddy: This is right. They were distinct rivals within the union. This is a fascinating story. Anyway, Red Fadling would sit on Harvey's left hand and whoever was taking notes would be on his right hand, and then these other men would sit up and down the table. The companies' Rowley Wyatt would sit across from Harvey Nelson and then the people like myself, the ones from these companies, would be seated along the table there with Rowley.

The principals involved would be sitting in the background behind us. That is, they were not at the table, but they were present in the room. This is the first time I believe that we had seen this happen. I mentioned this Arlington Club group in which the principals, like Mr. Stamm, were over in the Arlington Club; and there'd be a runner who would go back and forth, from the negotiating room to the Club, to tell them what was going on. This time we actually had the executives in the room and they heard what was said. They don't normally speak up during the bargaining sessions; although occasionally one of them would make a comment, if it might become appropriate at some time during the discussion. This was never to my knowledge, on the spur of the moment. If we were bargaining on travel time, and we thought it would be helpful to have somebody make a comment about it; one of the principals, because of his particular experience or knowledge of the situation, would comment at the appropriate time. But normally they did not speak up during negotiations. Rowley Wyatt would do most of the speaking and those of us at the table would speak up, if directed by Rowley, or by prearrangement, if one of us had some particular comment that we were better equipped to comment upon than somebody else. Primarily this was a dialogue between Harvey Nelson and Rowley Wyatt.

Now as you go on through those minutes you'll find that the number of spectators varies considerably. On the union side there would be anywhere from nobody sitting behind the group, to maybe

Boddy: fifty or sixty people seated as a gallery behind the union side; the various business agents, the local union presidents and other union officials. On our side from time to time, Weyerhaeuser in many cases would bring in all of the branch managers who might be involved in the negotiations, and they would sit as a group in back. Crown didn't do that because we felt that if all the companies did that there wouldn't be room for us. If Weyerhaeuser wanted them in there, we didn't tell them they couldn't.

This was the physical setup; it was a large room with this table down the middle and the two committees and a gallery, to a greater or lesser degree. We were supposed to take the minutes to read (these are some of my official file copies). At one time we had a number of copies run off because of the hearing coming up for labor practice charges, for admitting evidence and as part of the documentary proceedings. I don't know if we have any extra copies anymore or not. I cleaned house after that hearing but you're certainly welcome to look at these, although I hesitate to let you take them away.

Fry: I wonder if maybe we could get these photostated, because it would cut down a lot on the time of our interview. We could just file these along with our interview.

Boddy: I think we can do that. We'll find an extra set that's still around and we'll make a copy.

Fry: Now, how does this usually start? I suppose you have an agenda.

Boddy: Yes, the agenda consists of the openings which are made by both sides. I reviewed that just a little while ago. The openings requested by the companies and the openings requested by the unions. Well, this is the come in agenda. In addition, there may be other items which come up in the course of discussion which become a part of the agenda through the discussion, or maybe not. But usually the main discussion is on the items which have been opened.

Fry: Now I notice here now you had a caucus by The Association right after the opening and is this what usually happens.

Boddy: Yes, usually each side will make a presentation saying, this is what we ask for, this is why we ask for it, this is why we think this is something we should agree to do. Having exchanged these opening comments, usually, there's a caucus by both sides to consider what the other side is saying, and what answer they should make.

- Fry: Yes. Strategy sort of on the spot. So I guess the first part of this then is concerned with sort of a ritual.
- Boddy: Yes, that's right. There's a certain amount of ritual I guess you might say that you go through, in which you get these things on the table and make certain statements which become a part of the negotiating discussions.
- Fry: Then you get down to the real points of contention sooner or later.
- Boddy: Yes, you do. You always find that there are some openings which they don't really intend to press this year. They open with them, but they don't intend to press. Take travel time for example. They had opened on this at least two or three times before, but they don't really press. They'd argue for it, they'd tell us why it was important, and so on, and then it would be washed out when the give and take progressed for real. Well, this time we were told in no uncertain terms, that this year, this was the time that they were going to get it.

In other words, you define your guiding strategy. Maybe you don't expect to get something for five years, but you start opening on it this year to start softening up the opposition, even though you know it's going to be washed out. You always figure you might get it, and you don't know; but you figure if it's washed out this year, maybe next year it won't be washed out. Then later you come out and say, now look, we've talked about this for five years and we've told you why it's important. It's become more important. This is one of the things that this year is going to be decided on. You've built up a little psychological advantage there.

- Fry: Now, I suppose that when this happens, you do have some previous indication that this is what they were really going to fight for, or do you sometimes get surprises.
- Boddy: Yes, you can. It becomes a matter of judgment. This is a part of knowing the people you're dealing with and having some feel as to the previous developments in the industry. For example, I would predict now that in 1966 the IWA is going to want some very drastic changes in their health and welfare pattern. Now this was the one I mentioned we negotiated in 1950. It wasn't in my opinion the most desirable type of program then and it certainly hasn't become much more desirable as far as I can see since then. I think the union is fairly disenchanted with it and would like to bring it up to date, and there are means of having this thing now which nobody had really tried in 1950. So I think this is one of the things that they will persevere about. I don't think there's any doubt about it.

Boddy: We'd had a company pension for many years, but the union pension plan was first negotiated in 1961. It's now set up as a joint trust. In fact the manager of the trust was in to see me this morning and is one of the people I had to talk to before lunch. But, at the time we negotiated that, we also agreed that the subject of pensions would not open until June 1, 1966. In other words we had a five year period in which we shut up the trust to get it working, to get some experience without bargaining every year, every other year, or every three years on it. We reached an agreement to keep this closed until June, 1966 and that comes this year, so I just feel they're going to open it. How strongly they're going to want to make changes in it, I don't know. I have reason to think there are some they want to make and they're pretty serious about it.

Now wages, obviously they're going to be opening on wages. There's no question about it and with some of the settlements that have been made in the last year or two in other industries, I think they will definitely have to have something in the way of cash raise increase regardless of what's going on in pensions. So this is just my own evaluation of what's going to happen. They haven't even had their meeting to decide what they're going to open on, or what they're going to be pressing for. In the latter part of January and February the unions involved will meet in their own councils to determine these things. But as I said, I have this feeling that these are at least some of the things that they are going to be talking about.

Fry: Well, you do get wind of this though what their council determination has been.

Boddy: Many times they publish it in the paper. Yes, as soon as they make a decision, it's generally known even though the openings aren't usually mailed until the middle of March. Within a week, or within a few days after they have had their council deliberations, we'll have a pretty good indication of what they're going to open with. As I say, even now you can reason pretty well as to what policy the unions are going to want to stress.

Fry: Now, can anybody adjourn these meetings at any point?

Boddy: That's an "iffy" question. Normally you meet until you arrive at a conclusion. It may take a series of meetings. We started meeting April 24, 1963 and we didn't finally reach a conclusion until August the 13th. In the meantime we reached an impasse on June 3rd and had a strike beginning on June 5th. So let me put it this way. You are obliged to bargain in good faith, and this is a legal requirement, with the union that represents your employees. Now, as long as you bargain in good faith, you are not

Boddy: required to reach agreement. You hope you do, and they hope you do, but you're not required to. You can bargain for years and never reach an agreement. This is the way it works.

But if the contract has been in existence for a number of years with a periodic expiration date, you don't rewrite the whole contract you merely change the things you agree to change. In other words the contract is the same this year, as it was last time, and before, even though it says it has an expiration date. It also says that if nobody opens it it will continue on from year to year beyond the expiration date. It also says that if bargaining continues past the expiration date the contract remains in force in such a period. It provides for how the contract may be terminated, but it requires that we bargain before it's terminated.

So as far as anybody adjourning the meeting, anybody can recess a particular session if they want to. When I mentioned adjourning the meeting a while ago, this was not a contract bargaining meeting that I had particular reference to, this is the type of meeting where you have say a final disagreement. You've gone through the grievance procedure. This is the last step, say where you either settle, or you throw it back, and they either have to buy what you say or strike. You get to this situation. Then at this type of meeting, you sometimes get feelings running high. I was thinking of one particular meeting with the Lumber and Sawmill Workers. One of the committee members, not the spokesman, kind of took charge and became abusive and used fairly strong language; so with a great show of anger I stood up and adjourned the meeting and I walked out. This can be done on either side. Normally you can, at an individual meeting, come to some conclusion. It may not be agreement, but you conclude that you're in disagreement or reached agreement, or you say [inaudible] or something like this. But bargaining talks are usually merely recessed from day to day or from one meeting to the next maybe separated by several weeks but until such time as you finally settle something.

Harvey Nelson

Fry: I wanted to ask you what it's like to bargain with Harvey Nelson. Tell me what kind of a man he is.

Boddy: Well, I wish it were possible for you to meet him because I think you'd learn more about him in a half an hour discussion than I can tell you in an hour and a half. But part of it is that Harvey started out a woods employee for some company in the industry. While working in the woods, he as a fairly young man became interested in the union movement. He's presently, I think, around sixty-three or sixty-four years old. And he started out working with one of the local unions and gradually became involved in what was then known as District Five of the IWA, which has now been replaced by Region Three.

Fry: But it was the western--

Boddy: No, this was strictly the Columbia River area of Oregon and Washington. He eventually became president of that union which he was, when I first started dealing with him.

Harvey is essentially a fair and honest man. He's thoroughly convinced that the union has a much needed job to do for the so-called working man. I don't know the extent of his formal education but there's nothing wrong with his thinking ability or his means of expressing himself. He is essentially honest and fair and Harvey can be a very sharp bargainer. I don't mean this as being uncomplimentary. I simply mean that he's intelligent, he's quick, he can see behind the surface of what's going on, and see underneath to what is really being demanded; and what the effect will be. He can relate things that may be proposed very quickly to things that now exist, or he hopes may exist. But he is a very capable representative, very fair.

Harvey is strong on the democratic approach of union management. In other words, he is not the type of union leader who will say, well, I can deliver my people's agreement to this. He will never go further than to say, "I'll recommend this." Normally they buy what he recommends. He feels that all he does is represent them; he comes to the conclusions that he thinks should be recommended to them and then it's up to them. If they don't buy it, he's right back and he will tell you so.

So I think very highly of him as you probably gather and have followed him pretty closely. As I say, he's been in this position for a long time. He knows the business and he is very capable and an excellent man for the job he's doing.

Fry: Is he a quiet spoken, deliberate, man, or is he a fiery man, excitable?

Boddy: Well, he's a born leader and he knows what he wants and he's controlled. He can pound the table at anybody and holler at anybody. He can get up and walk out of the room and stamp his feet at anybody or he can be reasonable and deliberate if that's what's called for. Actually, anybody can go through the motions or they wouldn't be successful. I can do it too. I can become angry in a joint meeting if that's the thing to do. The thing is that Harvey does not get carried away by his emotions. He has them but they're controlled. If he displays them, it's because he wants to display them, because this is a circumstance that calls for them. And don't forget he has to impress a large union membership. That kind of a job is half political. There are political aspects to his job in his own organization that I'm well aware of, which he never mentioned to me, but which I nevertheless recognize. If he pounds the table and stamps his feet and raises his voice at some point of negotiation, it's because sitting behind him may be fifteen or twenty business agents who are going to go back and report to the membership what they saw in negotiations.

Fry: So that this is kind of for his constituency.

Boddy: That's right, and nobody thinks any the less of him because of this. When it comes to the actual hard bargaining, why he's very realistic. He knows what will work and what won't. I have a very high regard for him as a leader and I say this, not because he agrees with me, but because I think he's doing a job, that if I were a member of his union, I would like to have somebody do for me.

Safety Measures Enacted by Crown Zellerbach

Fry: Well, we'd better go on I guess and at least hit the high spots on safety development, as much as I hate to leave this subject.

Boddy: Well, it's one that I'm very interested in too. I could talk for a long time on it.

Fry: You should write a book on it.

I'm not sure how you work with safety problems. Did you do any studies or working conditions? Did anybody go out and do time and motion and safety studies?

Boddy: Some of these were done. I didn't do any of them myself. We had done some of these. However, primarily the problem of safety in the woods for many years was approached, and this included our own company, from two or three basic approaches. Number one was machine guarding. Our logging machinery has moving parts and they are big machines and one source of injury was exposure to the machine either because the machine moved or some part of it did. We developed machine guarding to a considerable degree. For example a tractor operator doesn't sit just on top of the tractor. He has a heavy steel canopy over him with a heavy wire mesh behind his head.

Fry: These were structural changes weren't they?

Boddy: These were actually structural guards I'm speaking of. We did this wherever possible, where we thought that there was exposure and we did examine and inspect this equipment to determine the necessary guarding. We tried to separate the man from the possibility of injury this way.

Another thing of course was the so-called safety meeting in which we would have meetings of the employees to talk about the hazards that they were facing in their work and to review injuries that had occurred, and why they had occurred, and how they could be avoided in the future; whether by guarding or doing something differently, or observing some safety precaution. Another thing which I think Mr. Stamm started I think, in the 1920s, was a program of first aid instruction. We have found that people who are trained in first aid are less likely to be hurt in the first place and also we have seen injuries minimized and lives saved because somebody present did know how to administer first aid. So these were, I would say, some of the basics that were being done at the time I went to work at Cathlamet and continued while I was there.

Fry: Was this fairly typical throughout the industry?

Boddy: I think so. Some companies took more interest in it than others, but I think among the major companies, they were all doing this type of thing at that time.

Fry: Did you have safety meetings?

Boddy: Yes.

Fry: With other companies?

Boddy: Yes. There was, and still is for that matter, an organization which is primarily an association of logging companies which meets at an annual conference for about three days. I went to my first

- Boddy: meeting of this group in 1946. It has been in existence since about 1935. We would review injuries within the industry and if one company had found something that had worked for them, he would tell about it and other companies would see if it worked for them. They exchanged ideas and experiences on safety as an industry group.
- Fry: Did you get help from the insurance companies on investigations into sources of injuries?
- Boddy: In both Washington where I was, and Oregon at that time, the logging insurance coverages were written by a state agency, and they still are in the state of Washington. We had inspectors of the state agency who came out periodically, and would go through the operation making inspection. There was, and is, a logging safety code which specifies certain types of requirements which will make for the safety of the operation and we used this safety code as a kind of a guide book. The inspector would tell us where he thought we might be violating some part of the code, how we could improve it and so on. So we did have that relationship.
- Fry: Where were some of the more troublesome spots where your workers could get injured in those days?
- Boddy: Well, they haven't changed very much as a matter of fact. Danger from falling trees or snags was one, certainly; rolling logs or chunks was another; being caught in the bite of a line or being struck by a line which might break under tension; being involved with machinery in some way. For example, if somebody had removed the guard and hadn't replaced it, someone could become involved with that. This wasn't too common although I can remember several injuries that were of this type. The railroad was a source of injury also. We had a railroad operation and derailments; log cars being derailed and piling up, and just slips and falls due to the problems of going through the woods.
- Fry: And the terrain is kind of steep.
- Boddy: When you have a setting of felled and bucked timber, you not only have the terrain, but you have the logs lying all over it which pinroll. These are the type of things we were concerned about.
- Fry: Well, that gives us a pretty good picture there. During that period safety was a concern of the unions I guess.
- Boddy: Well, yes and no. The union of course traditionally had an interest in safety. However, at that time they did not take any particular steps to do anything other than use their publications and their facilities to print or publish safety messages. Today

Boddy: we have an active labor management safety committee, actually functioning as such, with official union representation meeting with official company representation to talk about the basic programs being followed; and how effective it is, and how it can be improved, and to carry out projects for improving it. At that time, while we had a very comprehensive working agreement on safety, there really wasn't too much done. From time to time the union would come out with a big pitch, saying we weren't doing what was right and that they wanted to join us in doing right. This would soon die down and actually very little would come of it.

Fry: Please discuss the development of safety, including Ted Kepner's activities and what followed up to that time that you told me about, when J.D. called Stamm in, and said get busy on this, in 1956. And then, what happened after that 1956 date.

Boddy: I have outlined to you already the basic approaches to safety that were being practiced when I went to Cathlamet. This was an outgrowth of the work done by Ted Kepner under the direction of Ed Stamm in which he gave Ted charge over the timber safety program. He made a real effort at a time when--oh, I wouldn't say not too much had been done, a lot had been done--but it didn't have the intensive concentrated effort that it has since received.

Very seriously it was the goal of the company and pretty much of the companies in the industry to eliminate accidents and injuries. The approach, as I mentioned, is through machine guarding and to a lesser extent on the job training in safe practices; and in our case first aid training was emphasized very strongly. Safety meetings were held, accidents were investigated, a lot of things were done but it was all done on a part time basis. For example, Ted was located here in Portland in his office here. He would come around to each of our camps perhaps once a month and attend the safety meetings. He would review the accident statistics, and he would talk to me and others involved in it. But I was working in the office. My safety field work involved possibly at that time a day or two a month when I was actually out on a logging operation doing something about, or at least taking a look at, the safety factors. We had maybe one safety meeting a month involving representatives of various departments of the logging operation.

There was no lack of sincerity or desire but we just hadn't put the intensive effort into it at that time. The result was that our frequency was high. I don't have the figures right here back prior to '54, but this will give you a little idea. I don't know if you're familiar with frequency rates under American standards or not, but what it is, is simply a figure that represents the number of lost time injuries per million man hours of work.

Boddy: In 1954, which is the earliest year I have, I have earlier years available but not right here, we had frequencies at the various camps running 73.88, 64.70, 87.06, 108.41, this is a low one 18.69, 158.51. The overall Northwest timber frequency ledger was 79.79. The following year it was 90.08. And my personal recollection prior to that is that it varied mostly 90 to about 110. If you got down into the 80s or the high 70s that was a real good year in the logging. The paper mills about the same were experiencing frequencies between maybe 10 and 14 per million man hours, so we were not too good. It's a hazardous operation as I'm sure you know, and I'm sure you'll be conscious of this when you visit one of our operations. You'll see by the physical nature of the terrain and the type of work being done, and so on, that is a hazardous job.

In 1956, you will note that the figure dropped to 47.10. This was because during the last half of the year, Mr. Stamm had had his interview with Mr. Zellerbach. Mr. Lou Reese and Mr. Nichols, who were logging managers under Mr. Stamm, and Clarence Richen, at that time Chief Forester, and myself were called in. Ed outlined to us that Mr. Zellerbach had said that we had to get some better results than this, or there would be some new faces around. So we wrote out a program which wasn't really anything, so much new, as it was two things. One was that we made it clear that we were going to get results.

There's a lot of difference in saying we want you to observe safety precautions, and we will provide good equipment and safeguards. Any man that's working, in my experience, will try to do the thing that he really believes the boss wants him to do. That is if he's any kind of a cooperative worker. Now the boss may tell him anything but the man thinks he knows what the boss really wants, and that's what he's going to do. So if the boss says, we want you to work safely, now go in and get these logs; he knows the boss is more interested in how many logs he gets than how safe he gets perhaps he'll take some chances; not that he'll intentionally put himself in the way of being hurt, but he may not use some precautions that he knows about, because it is human nature to think, I can get by with this.

First, we went to each of our operations, Charlie Nichols and I went to his operation, Lou Reese and I to his. At a meeting with all of the supervisors, we told them the whole story very frankly, what was going to happen, and that this was a must; we were going to do a better job to cut down injuries. Then we appointed safety supervisors for all of our operations and we set up a training course. These were all experienced people in the woods, not people from outside. They were people who were with us, and we set up a week long training course for them. It was

Boddy: related to the specific functions that they would be performing in this job. We wrote job descriptions and we had speakers from state accident prevention agencies, and other various places, and people. We discussed the maintenance inspections, investigating of accidents, the proper reporting of injuries, what you can expect from a line foreman, and all of these various things. We shortened up the program and put a man in charge of each of our operations. So there were two things, first you have the supervisors and the crews who are aware that we really are going to get some results, then we provided some tools to help get them.

I don't know whether we introduced anything too new, but we certainly emphasized safety and we focused on it and sharpened up the tools to get it by. The result was that in the last half of the year--the first half was about the same as the previous--but the last half we made a sufficient improvement that the overall average for the year dropped from 90 down to 47. The following year, in 1958, we dropped further to 15.17. Then the next year, 1959, is 14.90. The next year it came up a little bit to 18.19, so we had another big brew over the fact that we were getting back out of hand.

Fry: Was this also J.D.--

Boddy: No, this was just among ourselves. During this period Mr. Stamm had retired and Mr. Richen became manager. Mr. Nichols was about to retire. Mr. Peterson was his assistant at that time, so we were in a transition period. One of the things that we did was to establish more opportunities for face to face communication with our division managers and the Portland people as a group. This is tied in to our meeting on Friday for example. Well, you can catch up on a lot of things that need to be done and discuss them and get some agreement to take action and then these fellows go back and take the action. This is a communication and decision making type of thing. So in 1961 we dropped down to 7.86. This is our lowest point to date. We thought we really had it made, and we said for 1962 we're going to get it down to five. Well, we didn't. We got it up to 18.86. Then in 1963 it was 19.38, and in 1964 it was 20.72.

Then in 1964 we had another real major review of our safety program. In other words we had been on a plateau, in essence, from 1958 to 1963, and so we prepared a program in which we used visual aids, and I went around, and Mr. Roberts went around and we talked to all of the divisions. We talked to the division's managers meeting. We made trips to the divisions, talked to supervisors. Clarence and Howard in charge of the camps, and Clarence as manager, issued the necessary instructions whereby we would in fact do some things again to try to make a major setup

Boddy: in the safety effort, which was done about the middle of 1964. If we hadn't done that, we would have been much higher than our 20.72 because in June 1964 we had a frequency of about 26, 25 or 26, and we reduced it the last half of that year back down to about 20. This year the final figure, I don't have here in front of me, but it will be a frequency of around 12 injuries per million man hours. It's a major reduction and we worked pretty hard at it.

Some of the things we've done, we sent people from each of our divisions instead of depending upon outside people, for first aid training. We trained sixteen people in our timber operations to be qualified first aid instructors. And they've gone back and we now have something over, right around three-fourths of all of our woods employees now have had first aid training. It's a high percentage.

Fry: What percentage?

Boddy: About 75 percent. It used to be if we had 25 percent we thought we were doing well, but now we are shooting for 100 percent. We'll never quite reach that because of our turnover, but there are some divisions that are up in the 85 or 87 percent, and there are some that are down in the 60s. But overall as I recall it's about 75 percent, which we feel is a major thing.

Then we again emphasized more strongly the work that must be done by the line foreman, to have a successful safety program. We have put more obligation on him to account for what happens to his crew, and he has all the assistance and help in the world that we can give him. It's basically his job now. It isn't a case of saying we have a safety supervisor and he can worry about. If he's got a problem and needs help, the safety supervisor is the guy who can give it to him, but it's his job. This is a little bit of a change in emphasis. Mr. Robbins goes around and coordinates this. He concentrates on personnel safety training, although I'm also trying to break him in to a certain extent on labor relations. But his primary responsibility is personnel and safety and training and he does most of the work in those fields. Then we have either combination, personnel and safety supervisor, or two people, one a personnel supervisor and one a safety supervisor at our logging divisions.

Fry: Then what contact does Mr. Hallin have with this? Is it through you and Mr. Richen?

Boddy: Mr. Richen and myself, and Mr. Peterson. He sees the current statistics once a month and he certainly is interested. He attends meetings. He'll be up for a meeting tomorrow for example.

Fry: Oh, he will.

Boddy: Oh, yes. As much as he is able, he will personally attend meetings where we are discussing matters, any matter of importance to labor management. He does receive a monthly report that we all contribute to. I write a monthly report to Clarence who combines this with the other department's monthly reports and then they all go to Clarence so he can review in one packet of typewritten paper the many things that have gone on during the month including the safety record. Every lost time injury is summarized in this report. The statistics are shown and the date, so he has a good barometer.

Fry: I wonder if you're going to have something photographed anyway, could I have a copy of your safety record sheet.

Boddy: Yes. In fact we're just about ready to type a new one which will include this year's record. We're just finalizing the statistics for '65. I can get you a copy of that.

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William D. Welsh

PUBLIC RELATIONS FROM 1939

An Interview Conducted by
Amelia R. Fry
in January 1966

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INTRODUCTION

William D. Welsh worked as Crown Zellerbach's first Director of Public Relations from 1939 to his retirement in 1955. He brought to Crown Zellerbach twenty years' experience as editor and co-publisher of the Port Angeles Evening News. In this capacity he had written many articles and editorials designed to encourage better forest fire prevention and timber land management, and his first task at Crown Zellerbach, producing a pamphlet, "Years of Paper," extended this activity. In 1941, however, Welsh participated with representatives from other timber companies in organizing American Forest Products Industries to carry on a national educational program on behalf of wise forest management. The campaigns to Keep America Green and The American Tree Farm System, promoted with movies and books in schools and community groups, originated in the AFPI during the years 1941-1955, when Welsh served as chairman of its Advisory Committee.

Simultaneously, Welsh used his talents as writer, speaker, and organizer to stimulate a sense of shared purpose among the Crown Zellerbach employees and the mill communities of the Pacific Northwest. He promoted service pin banquets and a mill school for Crown Zellerbach employees and community banquets and tours of the mills for the public. After his retirement from Crown Zellerbach, Welsh shared his knowledge of forest industry public relations with college students as a guest lecturer at the Yale University School of Forestry in 1956 and the University of California School of Forestry in 1957.

Welsh described his years in public relations in his oral history, but also spoke at length about his youthful experiences in the newspaper business. Welsh was born September 26, 1890, in Kenora, Ontario. The eldest son, Welsh began contributing to the family income at the age of twelve, when he went to work as a printer's devil for a newspaper in Cranbrook, British Columbia. He completed four years' apprenticeship to become a journeyman printer on a daily newspaper in Ellensburg, Washington, and learned writing at night under the tutelage of practical editors. Welsh, who supplemented his income by singing illustrated songs in the Ellensburg movie theater, specialized in reporting train wrecks. In the years before he enlisted in the wartime Navy, Welsh set type and wrote for newspapers throughout Washington state.

After serving with the Navy in Samoa, he came back to Port Angeles and became a partner and editor of the Evening News. During his years with the News Welsh was probably best known around Port Angeles as "Beacon Bill," the assumed name under which he operated a newspaper Christmas relief fund that was especially vital to the community during the Depression years. Welsh returned to Port Angeles when he retired from Crown Zellerbach, and he died there on October 21, 1974.

Amelia Fry of the Regional Oral History Office interviewed William Welsh for two hours in Portland, Oregon, in January 1966. Catherine Scholten edited the transcribed interview in May 1979.

Catherine M. Scholten
Editor

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Early Life

Fry: I thought perhaps we could start way back, and you could tell me about your mother and father and how they happened to settle in this place.

Welsh: I was born in eastern Canada, in Kenora, Ontario on September 26, 1890.

Fry: Oh, you're a Canadian really.

Welsh: In the beginning. My father had been a Michigander and came over there to work for the Canadian Pacific Railroad.

Fry: He had been from Michigan?

Welsh: From Michigan. There was a lot of work on the Canadian Pacific Railway, so he came over there at that time. He finally became a conductor there. In some year when I was quite young, I couldn't tell you the year, but I could find it out, they were building the Crow's Nest Pass Railroad in British Columbia, and he came out to work as a railroad conductor there. And when I was thirteen, for some reason or other he left the railroad, and it became necessary for me to go to work.

Fry: He had no job at all then, is that right?

Welsh: He went back to the United States. He went somewhere; my memory's clouded on it. He went back to the state of Washington to a town called Ellensburg, and became a part of the Northern Pacific Railroad's train crews.

Fry: And the whole family went at this time?

Welsh: No. Just he went to get himself established. And while this was going on, this took three years, this was the embarrassing part to the family--I don't want this on tape.

Fry: Why?

- Welsh: Well, he was alcoholically inclined at that time, and he would get into fights and everything else. It took about three years to straighten him out, and then he was the finest man that God ever put on the face of the earth after that.
- Fry: Well, I think that's really remarkable that he could change--
- Welsh: Well, I remember my mother taking him out on a stump with the Presbyterian minister and having him sign the old fashioned pledge, and this is what did it. Anyway, during this period it was necessary for me to quit school and go to work. So I went to work for the Cranbrook Herald, and learned everything there was to know as a printer's apprentice. This was in Cranbrook, British Columbia. It's out of Spokane a ways. And that's where I got three years basic training in the printing trades.
- Fry: Well, this was around 1902 to 1905.
- Welsh: It's about 1902, because I came over to Ellensburg, Washington, in 1906. I worked right up to 1906 at Cranbrook, because we came over here the week of the San Francisco earthquake. That's how I remember it so well.

Early Jobs in Newspaper Office as Printer's Devil

- Fry: I was just wondering how did you just happen to go in as a printer's apprentice? Did this just seem like a future?
- Welsh: No, for some reason, it was the newspaper itself. They used to print every Thursday night, and I would go down and put my nose against the window and watch them do this, and for some reason I just became almost a psychopathic in wanting to be a newspaper man.
- Fry: Even before you had to go to work?
- Welsh: Oh yes. I wanted to be a newspaper man all of my life. I mean from that day forward. I didn't know what it involved, but it thrilled me. It was movement, the press was movement and everything I saw within the building was movement, and so it was just what I wanted to do. I went down, and they told me that they needed an apprentice. They called them a printer's devil, and three dollars a week was the going wage.
- Fry: Was it the writing that appealed to you, or was it the total picture of working with the big machines?

Welsh: I think probably it was a lively sort of a thing that I was watching, and I'd always been interested in English--well, English I was able to get. I was never further down than two in the spelling bees in school. There was a girl and I fighting this thing out all the time, and I remember she went down on a very easy word, and left me on top there. And I'm sure that the teacher I had had told me that I would be able to write.

Fry: About what age where you when--

Welsh: It had to be eleven or twelve. We used to have spelling contests every day. We'd line up every day to learn to spell, and this was the Canadian system I guess. They had them every day, and had the whole school lined up--the whole room--it was a one room school.

Fry: And you managed to go to school on a rather regular basis up until this point?

Welsh: Oh yes.

Fry: Age twelve.

Welsh: That's right.

Fry: And what other influences do you remember in your life at that time that might have contributed to this interest of yours? Was your mother the sort of person who would read a lot to you?

Welsh: No. Well, we only had two or three books as far as I can remember.

Fry: What were they? Do you remember anything that especially caught your fancy.

Welsh: Well, yes, we had a series of books of James Fenimore Cooper's. The Last of the Mohicans, and things like that, and I think Black Beauty or some of those books. I'm sure they were out in those days. These were books we'd read and reread because we didn't have too many. But the Cooper stories, we had a whole series of those I remember. That was really thrilling.

Fry: Then you had a little bit of this at home. A touch of literature, and so forth.

Welsh: No, it would be a touch. There were a lot of children, and my mother was too busy. She'd bake twice a week, and she'd wash and iron, and she was too busy to do any of these things.

- Fry: You were the oldest child?
- Welsh: Oh yes. I was number one.
- Fry: And how many brothers and sisters did you have?
- Welsh: Well, finally, this was after we came to Ellensburg, thirteen.
- Fry: Thirteen brothers and sisters?
- Welsh: Yes. It never seemed much of a problem except my older sister who wanted to boss me. They wanted to pick out the woman I was to marry, and everything else.
- Fry: Was the family dependent on you then for income for this period of time?
- Welsh: I can't tell you that because I can't recall whether my father--he must have sent some money back--but I know that it was necessary for me to give my mother the three dollar check.
- I got other money from printers for getting--oh, I had rackets, a few little rackets. Those were great days for printing dodgers like for advertising a football game, or hockey game, and as we would print them, I would go to people and say I'll deliver these for you for a dollar, or four bits, or whatever it was. I don't remember the amount. Then I had another small racket going. Lawyers had display boards all over town where they would print notices notifying people of divorces, etc., and I had that gimmick going for them.
- Fry: To post these on the bulletin board.
- Welsh: Yes. There were seven or eight bulletin boards as I recall, and I had the job of doing this.
- Fry: Go ahead and describe for us the added duty of getting the printer's devils up and to work on time.

Work in Newspaper Office in Cranbrook, British Columbia

- Welsh: Well, this happened both in Ellensburg and in Cranbrook. It started in Cranbrook. The printers in those days--we had skeleton crews. In the busy season--which would be when you were getting out high school annuals or things of that nature; and in Ellensburg the hay bailing books, and the Normal Schools, which are now teachers' colleges had annuals--the tramp printers

Welsh: who would follow the sun, would drop off trains about the time we needed them. And these were a rocking socking-type printer who drank and chewed tobacco, and had great boxes with sawdust along side of them. They work all week soberly, and then on Saturday night get terribly drunk so that it took them three or four days to get them all straightened out again. And this would apply both in Ellensburg and in Cranbrook.

My duty was to get them to work on time, and this was a deal between themselves and myself and there were times when I was not able to awaken them by rapping on the door of their room. And the bartender suggested to me a way of getting them up, and he gave me a great big soda siphon bottle--you put your thumb down on it--and a tall stool. He said that they always left the transom open, especially in those days because when people were drunk they had to have some way to look, and see if the guy had died, or something. So by using this siphon and getting up on this high chair and putting the siphon through the transom I'd waken these guys up. They'd be pretty mad at the time, but we got them to work on time and I don't ever recall that I let them down in any way. This was a lot of fun.

Fry: We took the liberty of going on without you, Mr. Maunder.*

Maunder: That's quite all right.

Fry: We're at the point where Mr. Welsh is telling us of his very earliest experiences and some of the supplementary jobs that he had when he first started in the newspaper game.

Welsh: Well, at Cranbrook I never wrote a thing. I didn't know anything about writing then.

Fry: What did you do primarily there on the newspaper?

Welsh: Well, I learned the trade. I learned job presses. Of course, I swept out, number one, and in those days you used to wash the forms with hot lye and rinse them and do all the dirty work that was necessary.

Maunder: You were a printer's devil?

Welsh: That's right. I learned to set type by hand. I remember I was so small that they used the Barnheart Brothers Spindler catalogue on top of a high chair for me to sit on while I was learning how

*Elwood Maunder, of the Forest History Society, briefly audited the interview.

- Welsh: to set type. And they used to set type, of course by hand, instead of by any other means. In those days you were not allowed to distribute type until you had set type for six months. They did everything for an apprentice then in six month phases. You did everything over, and over, and over again. I could have become a printer a lot sooner than I did, but in those days they made you keep on doing this one thing many times, and then I'd wash the presses, and learn to put envelopes in them, and letterheads, and things of that nature. I then was allowed after a while to feed the big camel press, and everything of that nature.
- Fry: About how many hours a day was this work?
- Welsh: Oh, I think not more than ten.
- Fry: Not more than ten. That seems like a long time.
- Welsh: Well, because I remember when we formed a union in Ellensburg, and I'm sure one of the things was we said we'd get the paper out in eight hours and the editor said, "You can't get it out in eight hours." Well, we're getting it out in about six now so--
- Fry: This was a weekly is that right?
- Welsh: That's right. That was a weekly at Cranbrook. I remember the editor of the paper was so well thought of, that he used to stride up and down. He just had that great stride of importance. He was a Canadian. I was delivering some printing to a mill, and I had my eye on a twenty-two rifle in a hardware store, and I used to go by there. It was priced at about four-and-a-half dollars. And I had this bundle of envelopes under my arm and my nose up against the window and the next thing you know, I was given the most terrific kick in the pants I've ever had in my life. It was the editor of this paper and he says when you're working for me, you walk on the outside of the sidewalk and keep going. And do you know, I still do. It's lasted all this time, and this is crazy and has nothing to do with what you're doing but it struck me.

Relocation in Ellensburg, Washington

- Fry: Now when your family moved down to Ellensburg, you managed also to stay in this same occupation. Was this because there was some letter written ahead for you?

Welsh: No. My father said that he would go to the newspaper office and see if he could get a job for me. By this time he was a railroad conductor on the Northern Pacific, and he said, "I have spoken to the people on the Ellensburg Localizer and they said to come in and see them." Well, I didn't want my father getting a job for me, so I went over to a Democratic paper called The Dawn, and underneath the name, The Dawn, they had every cliché you ever heard of, from the first Democrat--you know, "The Dawn, the lighthouse to the nation's safety," and "The Ship of State," and "Hew the line, let the chips fall where they may," "The Ellensburg Dawn covers the county like the morning dew." This thing was leaking at the seams with clichés. Well, I worked there for a week, and the monotony of a weekly sort of palled on me, so I walked over to the other newspaper which was called the Ellensburg Localizer then. Somewhere along the line we'd better establish that it became the Ellensburg Record later on.

Maunder: And this was a daily.

Welsh: This was a daily, and of course this was the top thing. In those days we had no big ads like we have today. They were small little things, and were tied up with strings. For example, there would be an ad that ran every other day, and you'd tie it with a string because there were no linotypes then. I mean we didn't have one at that particular time, and we'd put a tag in there that would say "EOD," every other day or things of that nature, or "Daily," or "Once a Week," or something. But, someone wanted an ad about two columns wide and about six inches deep, and the printer didn't know how to set it. I remember he had the stick in his hand, the thing you set type with, and he had the borders in the stick, and they were falling out and everything else. So I showed him how to do it because I had done that thing many times before, and immediately I became established there.

Well, then very quickly I asked if there wasn't some way that I could learn to become a writer, and so from the very beginning the editors and reporters would give me ill-assorted facts. I mean they'd give me the facts, but like a jigsaw puzzle. There were two apprentices, and they'd give each one of us these facts every morning and a prize of a dollar a week for the person who did the best job. We had to bring these things in the next morning in the shape that they were, like: Nelly Jones, forty-one, where she lived, what happened to her. You know, who, when, why and so forth, and I'd win that dollar every week, not because I wanted to win the dollar, but because I wanted to become a newspaper man.

Maunder: When did you begin to have this desire to be a writer? Was it back a long way?

Welsh: Oh, I've always wanted to be a writer. For some reason even at that young age, this seemed to me that this was great.

Maunder: Were these what they call locals?

Welsh: Well, they mixed them up. They first started writing just small locals, yes, about the [inaudible] I'll say and things of that nature. I think they were probably almost bothered by having to get something ready for me every day, but this happened.

Now along the way, and I can't tell you what age that was, probably sixteen or seventeen--by this time I had learned on this paper they didn't have a linotype. They had a type setting machine called the Simplex, where a good looking gal and I worked. She worked the keyboard, and I did some clawing off of the type and justifying it, and so forth, and we got out the daily with this type setting machine. It set type, not slugs. I could have fallen in love with her if her fingers hadn't been so dirty. I remember this Simplex had this amazing keyboard. It was about this long. It had combinations of letters. For example, BRAMDS would be right in a row so you could bing, and they'd come out that way or you could use BRAM, or BRA, or RAM, or AM you see in all of those combinations.

These people sold out to a man, who is still living, and for whom I've done a great deal of historical writing. The name is Clifford Kanor. The paper changed, and they changed the name of the paper to the Ellensburg Record. He's well known nationally. I think he was president of the Editorial Association for a while. He came over with another man named Billie Zimmerman from the Seattle Post Intelligence.

Fry: Zimmerman was his editor you mean?

Welsh: Yes, and they brought with them a linotype, and this was the great invention of all time for the villagers including me. Well, by this time I got this job at the theater singing illustrated songs. I learned three illustrated songs a week and sang seven nights a week.

Theater Experiences

Fry: By illustrated--

Welsh: They had slides. When you'd say, "Come be my rainbow/ My pretty rainbow," etc., etc., and there would be a canoe with an Indian maiden in it, you know, and all of this monkey business, and

Welsh: there would be Indians shooting arrows, and all of this. So this was all the movement the show had except for very very bad films. Essanay, Biograph and very short films where you could see the scenery.

Maunder: Were you singing these songs as solos, or was the audience singing along with you?

Welsh: No, I sang alone. I learned three new professional songs a week, and sang for three years in the Isis Theatre. And I want to tell you of an incident that it took me thirty or forty years to get the significance of. But, in 1910, on July the fourth, Jack Johnson, and Jim Jeffries had a rematch fight at Reno, Nevada. Now the fight only lasted fifteen rounds, and Johnson knocked the hell out of Jeffries. In those days, on holidays farmers brought their families into town in teams and wagons. They'd have hay in the wagon to make the thing softer. They were old Maine wagons you know, the ones that were better off would bring their rigs. Everybody would come because fourth of July was a real day. There was patriotism. Boy, it was leaking out in every seam, and so practically every farmer who had a team of horses would bring his family in.

Well, in those days, there would be no such thing as a restroom. I mean a woman would not know where to go. A man, I suppose, he'd go to a saloon. But, a woman, there was just no place to go.

So, getting back again now, the manager in the theater insisted that I sing eleven hourly shows on the fourth of July; sing every hour beginning at eight o'clock in the morning. And I'll never forget the song; it was Marie Kale's Arab Love Song: "Wait for me in your home by the pyramids / We will happy be." I remember the words, but I've hated the song ever since.

Fry: This had something to do with the fight in Reno.

Welsh: Yes, we had to have a collective bargaining arrangement between the publisher of the paper, Mr. Kanor, and Mr. Atkinson, the operator of the theater.

I opened the first show at eight o'clock in the morning. We had several dry runs to see how we could do this thing in an hour. We had three Pantages theater acts: my song and two movies. If you're broad minded they were movies. They were pretty awful; I mean in that day as you can imagine. This is 1910. I opened the show, the lights were out, the operator put all the slides on, I sang this Marie Kale's Arab Love Song, and hell there were Arabs, and Bedouins, and camels all through this

Welsh: thing. I can remember the camels up there looking at me. And then I had an arrangement with a group called the College Trio. I remember they sang "The Message of the Violet" and all this type of thing from one of the operettas of that day, and I had made arrangements that I would put the floods up, and then get on my bicycle and get over to the newspaper office, and they would do their song, they'd turn the lights out, and there was a green spot that went on in a dope fiend act, a guy on a green bench, and the lights went up again and there was a man and woman who sang, or a straight man, and a comedy woman, or a comedy woman, and a straight man. I don't believe I ever saw the act because I was too busy. Then they turned the lights out again and these two movies came on. Now, they couldn't have lasted more than ten or fifteen minutes each.

By this time I had been to the newspaper office. We were to take two takes, two rounds and get a special edition out for each round. We had a wood head type, a wood type this deep, and we'd put "Johnson Leads," or something, and print a couple of rounds and then keep adding until we got the fifteen rounds. Well, this fight didn't start of course for a while so I was pretty free the first two or three shows, but I had to be at the newspaper office anyway to do my work. This went on all day with me riding the bicycle between the two places.

Now the thing I wanted to tell you about--to get back to this woman business. I would see women in the theater, or maybe--the same women, I would recognize them. You see the light would come down from where it was sliding up on the slide, and these women would have their breasts open feeding the babies, which was the only way to feed the babies I think. It took me I guess thirty or forty years--I thought they had come there to hear me sing, and now it has dawned on me that they came there because it was the only place in town that they could find a restroom, I guess and some privacy to feed their baby. As I was telling my son and daughter, I thought that for forty years that a woman only had one breast. That's all I could see. So that's the theater episode.

Now around in the fifteenth round Johnson knocked out Jeffries, and of course that part of it ended, but my work didn't end in the office. I still had to report back. I made eleven trips. No, along came six o'clock, and I didn't have to. But I had to sing. I sang up to the eleven o'clock show, and that theater was filled every hour. You couldn't get in. Not on account of me, the acts were pretty good. So that was one of the different things that I had to do.

Fry: Well, you kept up this singing.

Welsh: For three years, yes. I learned three new songs a week and I remember I would have them typed, and put on--while I was feeding the [inaudible] press I would just keep glancing at the words, and I'd learn them pretty rapidly. The words never change very much. Eventually you could forget lines, and pick up a line from some other song, and the audience would never know the difference. There were always canoes in there, and I remember one song: "I'm Tying the Leaves So They Won't Come Down / So the [inaudible] Won't Blow Them Away." All this monkey business you know. All this sad stuff. They were either Indian stuff, or sad, very sad.

Maunder: Was this all to accompaniment of a piano player?

Welsh: A woman piano player. And every once in a while when I'd forget I'd look down, and she'd know I'd forgotten a line, and she'd start whispering. I couldn't read her lips, so I'd just throw in a couple of lines until I got my bearings again and I don't think anybody knew the difference, because they didn't know the songs. I'd probably never sing them again although we went through some very popular songs of that day. I remember "Rainbow," I think was one of them. You can have Marie Kale and her Arab Love Song.

Fry: How did you first discover that you had a singing voice that was merchantable?

Welsh: Well, this was back in Cranbrook, when we'd be doing the mailing after the payroll was out on Thursday. That was a weekly, and there was a printer there named Fred Haines, and he'd start to sing, and I'd start to sing. Oh, there just seemed to be a happy group. There was a foreman, a man named Morton Billings, and he used to join in. He had kind of a bass voice, and we'd just sing whatever songs we could think of.

Maunder: How did you happen to get into the theater act, or who recruited you? Who found your talent?

Welsh: Oh, I think I applied. I think there was a notice in the paper, and I had an absolutely untrained voice. From that time on if there was a home town minstrel, or in the Gilbert and Sullivan stuff I was always the hero, as time went on. So even when I went to Port Angeles, I'd sing Pinafore, The Mikado, The Garden of the Shah.

Maunder: Anything with canoes or camels seemed to go great in those days.

Welsh: Yes, but these were real operettas. Good ones. You had to be a good singer to sing in those. At one time I did sing well, I could hit F above high C.

- Fry: Was this in Port Angeles when these Gilbert and Sullivans were being given?
- Welsh: No, I started in Ellensburg with the operettas. I did an Elk's minstrel. Oh, what's the name of that: The Mikado and Pinafore. I was Ralph Rackstraw in Pinafore.
- Maunder: Who put these on? Was there a company there?
- Welsh: No. There were instructors who used to go around. Singing instructors and show producers. They had their own scenery.
- Maunder: And they'd come in and recruit all the talent.
- Welsh: The local talent. It was all local talent.
- Maunder: And they'd bring their own costumes and scenery.
- Welsh: The whole works. And speaking of that, I think I told you didn't I about the Garden of the Shah episode.

Well, I was singing the lead in the Garden of the Shah. I never had a girl that I actually could have fallen in love with. They could always sing to beat the devil. But it reminded me of the man who married the singer who was very homely and he'd wake up at night once in a while, and say, "For God's sake wake up and sing." [Laughter]

They had this beautiful setting in the second act of the Garden of the Shah; minarets, mosques with lights, beautiful lights and so forth, and my gal friend was over on one end of the stage and she was singing an aria and was having quite a bad time because I couldn't get over the garden wall. Her father had made a very high wall to keep me out, and she did not know that I was already over the wall. I was in the wings and when she was through with the aria, I was to respond with a couple of lines before I showed up, and then I was to leap out onto this lawn and to get over there right now, because I loved her, and I wanted to quiet her fears and let her know everything was all right. Then we'd both wander over the hill before her old man could get us. I guess I was a little slow in getting over to her because she never particularly appealed to me, and so the director just kept pounding me.

He said, "Billy, you're in love with this girl. Sing like you were in love with her. Just get that old tenor voice out, and get across that stage as fast as you can."

Welsh: Well, at Yakima where they put the play on before that, they'd had a fire, and it burned up the lawn. (They'd had one complete lawn, and Port Angeles was the next stop. This was at Port Angeles.) So they had sent to the Dock Line Costume Shop at Seattle, and got all kinds of grass mats about this long and made a very delicate stage arrangement. I don't know that they were all this small, but some of them were. Well, anyway this night I decided that I was going to obey the director, I'm going to sing beautifully, I'm going to get out on that stage and I'm going to get across there to my sweetie pie, and I'm going to do this thing right. Well, I jumped on to one of these grass mats and went clear across the stage plowing up divots, and I fell on my face right in front of the girl, in front of probably 600 people including my wife, and screaming. The reason this happened was that there was a lot of candle grease under this one mat, and I hit this one phony mat and went across on all this candle grease. How it happened to be there I don't know. They ran the curtain down to replace the divots, and to get things started again.

I said, "I'm not going on, I'm not going to face that audience, to hell with you."

Well, they begged and pleaded, and I thought well, they'd laughed as hard as they're ever going to laugh. So we rang the curtain up, and we started over with the second act, and do you know that there was never a laugh. They took it in stride, they'd had their laugh. I got kidded about it; I'm still being kidded about it.

Maunder: Well, now Billy, did you play these roles in different communities?

Welsh: No. Only in Ellensburg and Port Angeles. I received a telegraph invitation to join a traveling company whose tenor soloist became very ill. I talked it over with my wife, and we decided this wasn't the type of life I wanted to lead.

I went over to see the Sound of Music yesterday, again and I'm the sweetheart in every kiss, the bridegroom at every wedding, the corpse in every funeral. I still live the lead man's part in all these plays. And always did. I forget everything else, and I'm just that sentimental I guess.

Fry: Well, how long did this go on?

Welsh: Oh, quite a while. I was a member also of the Port Angeles Symphony. That is, I was a soloist. I was the leading soloist in the Elk's Glee Club. In those days when radio was starting

Welsh: we'd go to Seattle, or British Columbia because we thought we were great. So I kept pretty busy, and as an Elk I would sing every Mother's Day and things of that nature, any sad occasion or oh, I guess probably I'd sing at twenty or thirty events a year.

Fry: Did you have anyone in your family as an accompanist?

Welsh: No. My wife could play the piano, but I thought it best to have an outside accompanist. And I had numerous friends. They were very good piano teachers generally. The company would select the one woman who could handle the Gilbert and Sullivan stuff. It's pretty fast you know. It's a nimble tongue and you have to be a good piano player, and boy I want to tell you when you get into Nanki Poo and Ralph Rackstraw, you really have to work.

Maunder: And this was a very big part of the local entertainment of those days.

Welsh: There wasn't much else. There were Saturday night dances, and things like that. Lodges were a great thing in those days; they put on more functions than they do today. But, people have TV now, and they have stereo.

Maunder: But you had to depend pretty largely on your local talent to provide you with singing and acting and all that sort of thing.

Welsh: Once in a while at Ellensburg a lot of big shows came through.

Maunder: And circuses and things like that.

Welsh: And circuses. At Port Angeles you were way down there where you had to reach it by water or a long ways by [inaudible] canal. It was off the circuit.

At Ellensburg in those days I was ticket taker there, during the wintertime we got all the best shows. The reason for this was transportation. They'd stay at Spokane a certain length of time, and their next logical jump as of today would be Seattle, but in those days they'd give Walla Walla two nights, Yakima two nights, Ellensburg one night, and then jump into Seattle. So we got all the best shows. We had [inaudible] in Ibsen's A Doll's House, we had Lillian Russell in Wild Fire, we had the Bonny Burnabush one, Beside or Beyond, we had Chauncey Alcott every year. We had all of the best and Polly of the Circus, Mabel Taliaferro, all of those great names of that day used to be there.

Welsh: They stayed one night, and the theater was always full, and we used to have what we called the "gallery gods" or the "Nigger heaven." I suppose we better say "gallery gods" today because we'd be accused of racial prejudice. That's where anybody could get in for two bits, and I have never heard such humor in my life, and I wish to God I had put some of it down as exuded from this gallery.

Now on these best plays in the wintertime, these one night plays, they enjoyed them, there were no wise cracks and they applauded as vigorously as anybody else. But in the summertime we had plays that came and stayed two nights. Now these were the god awfuls: Ten Nights in a Bar-room, The Midnight Express, The Flaming Arrow. These were actual names. All of these types were that the Indians had somebody tied to a post, or where you were put on a railroad track, and you were saved and--

Maunder: Went through the buzz saw--

Welsh: You know I still use this as one of my most successful stories, and I want to tell you how I use it. In master of ceremonies work as late as six months ago, I get more laughs out of this one. So please laugh. The "gallery gods" were there the first night of this show, and I can't remember which one it was, but it was awful. It was perfectly awful. It might have been the days when they started having two Uncle Toms and two Little Evas in Uncle Tom's Cabin. They started that, you know, they had two Uncle Toms and two Little Evas and one or two motheaten bloodhounds to lift up onto the stage. Well, anyway in one of these plays-- the villian used to in those days, always peer around the scenery first, always--thrust his mustache like this, and hiss a couple of times, and the audience would respond, and hiss back. This time this guy didn't do this, but he dragged the heroine down to the footlights by the hair of her head, and he hissed a couple of times there. And he looked around and he said, "Are we alone." And the voice in the gallery said, "No, by god, but you will be tomorrow night."

So I use that by saying, "I want to come back." I use that today. That's about all I can think of that happened in the theater there.

Maunder: Did you ever get to meet any personally, any of the notables who came in?

Welsh: Oh, yes, Chauncey Alcott and I became fairly good friends because he came out one day to count the tickets to see that we weren't gyping him. And he had somebody count the audience. Well, it was his show.

Welsh: Oh, I had another little racket--I got in at Ellensburg to see the shows for nothing. I stood with the road manager of the show and would take the tickets and tell the people where they were assigned to.

And there's one little incident that you don't need to use but I still use it in my master of ceremony work as an illustration. I was writing up train wrecks for the Ellensburg paper. They'd call up at night and say there was a train wreck. In those days there were loads of them (this is when I really started writing).

Beginnings of News Writing

Fry: About age sixteen?

Welsh: About age sixteen or seventeen. When I started really writing, I'd been writing little things. But in those days there were all kinds of train wrecks. There were no safety features in those days on railroads, and the Northern Pacific had all kinds of very bad train wrecks. A lot of people killed--four and five.

So I went out and covered one, and from that time on (I worked nights on a linotype) Kanor told me that any time there was a railroad wreck to shut the linotype down, and I could go and write it up.

Fry: As I remember in our conference, you mentioned too that you scooped the Seattle papers. Was that your first train wreck story?

Welsh: No, it wasn't the first one. Along the line there was a double header train wreck--a passenger train and freight train, and there were five people killed. I went over the mountain in the wrecking car. They had railroad detectives in those days that didn't like reporters, and so they'd search the wrecking train every time it would leave Ellensburg. I found a gimmick where I got dressed the same as the wrecking crew and keep busy poking the fire. They told me if anybody came in, to start poking the pot bellied stove, and get the fire going. I was thrown off three times into the snow going over Snoqualmie Pass, but finally I got there. I'd get back on the train the minute it would start moving, and I was able to scoop the Seattle papers in that story even though they were very close to it. This shouldn't be held against them, and I don't know, this might have been a Sunday when most of their crews might not have been working. I didn't want to tell you that I was better than they were.

Maunder: How did you get your story back? Did you carry it back or did you wire it?

Welsh: I carried it back. I came back on a passenger train, and we wired it in from Ellensburg; and from that time on I attended some pretty awful wrecks. I also remember seeing the foremen of wrecking crews (the ones that were cleaning up the wreck) take a man's camera away, those were the big cameras on legs you know, and destroy it right in front of the guy.

Maunder: Just because the railroad was very sensitive.

Welsh: They were very sensitive in their public relations. It could have been said, probably about coal companies, or paper companies, or anything else in those days I guess. I don't know. But they weren't very good to the newspaper people, and I could hear them many times come in there, and wonder where that brat [me] was.

Maunder: Well, didn't you have any defense against this? For example, the destruction of a newspaper man's camera. Didn't that open the way for a suit against them?

Welsh: Well, I don't know what happened there. This was only one incident. I didn't even know the man.

Maunder: If that were to happen today they'd be in trouble.

Welsh: Oh, they wouldn't do it in the first place. This is another typical change here, or throwing a boy off into the snow, or telling him to get off or he'd be kicked off into the snow was something, they wouldn't do today. Finally when I got to this wreck they found me again, and they wanted to know what to do about it. The superintendent from Seattle said, "Well, as long as he's got here, you'd better leave him alone." I remember that quite clearly. So then I was able to interview anybody I could, and they were busy getting the wreck under control.

I had an interview with William Jennings Bryan, and I remember Teddy Roosevelt being there (I had nothing to do with it), and Bill Taft. They came to Ellensburg on railroad trains and how I happened to interview William Jennings Bryan, what it was about I can't remember, but there was a flood between Ellensburg and Yakima, and the train was held up at Ellensburg. I got the idea of getting a big box of Ellensburg apples and going down to the train and presenting them to Mr. Bryan. Then I told him I was a newspaper boy, and could I interview him. Now, I don't remember what I interviewed him about. I can't tell you that because I don't remember, but he was very kind to me, very nice.

Welsh: I never went to college, there were no journalism schools, we could not have gone to school if I'd had the money. Missouri was the nearest journalism school. But the boys and girls voted me into their tong, Sigma Delta Chi. I'm very proud of that. And the town of Port Angeles--its great pride--they never thought a great deal about me, I don't think except as a newspaper man, until I went to Yale to do the seminars. From that time on you'd have thought that I was twelve feet tall. It didn't seem that way to me at all. I went back there frightened to death and enjoyed it thoroughly.

Fry: This was in the fifties wasn't it? Fairly recently.

Welsh: It was after '55 because I retired in '55. Well, I can go on and on about incidents, but I think there's enough about that.

Welsh Starts out on his Own

Maunder: How did your career in the newspaper business progress from the point you brought us to in Ellensburg?

Welsh: Well, my father and I had a little disagreement over the fact that I played a little too much poker. One night I had won about seventy dollars, one of the rare nights. A bunch of us guys used to get together, and I guess the "holdout machines," or something weren't in use that night because how I won I'll never know. It's the only time I ever remember winning. I went home that night, and my mother used to always leave a can of tomatoes and some homemade bread for me for my lunch. I worked nights. But then every once in a while, say Saturday night, I'd play poker. So when I got home that night my mother said, "Dear, would you leave your father five silver dollars so he can eat on the end of his run at Pasco." And I said, "Sure," so I got what I thought was five silver dollars out, and I got four silver dollars and my bookkeeping chits that men owed me like, "Maunder - \$8," or something.

It was one of those rare occasions when one of the men who was in the poker game was a brakeman that went out with my father the next morning, and my father asked him why he looked so sleepy. He said that he'd been playing poker all night. He said and who did you play poker with? And who won? He says oh, it was a damn kid player who won. My dad asked his name and it was me. My dad used to kind of ride me about that, and I'm a little bit touchy on things like that. Every time I'd come home--he'd recognized the bookkeeping chit you see, so I left and went to Roslyn, Washington.

Welsh: I went up on a freight train, and they wanted a man to work there all summer to get out the high school annual, and some other work. I set the type by hand, I composed the book, I printed it, I bound it. I had learned all that before, and I sang at a theater called the Rose Theatre on Saturdays and Sundays. I don't think they ran any other days. I had a room and board at twelve dollars a week in a hotel, and I worked there all one summer. It was the summer of 1913. I had decided I wasn't going home.

Roslyn, Washington

Fry: You were going to try your luck--

Welsh: I was going to try my luck. I had been told by the man who taught me the linotype that I could--I was as good a linotype operator as there was.

Maunder: And in those days linotype operators used to drift around very much as men in the lumber camps.

Welsh: Yes, they did. Not as much as the old time printers did because the linotype business was pretty well paid.

Maunder: And that stabilized them.

Welsh: Yes, it started to stabilize them.

Well, anyway, I'd had bills to pay and I was sending back five dollars to this place and four dollars to that place and by the summer's end I was pretty well taken care of, but I didn't have any money to speak of, to go west. So one day a foreign miner came in there at the noon hour, and I was there eating a sandwich. He wanted a divorce. Well, I told him we didn't issue divorces at the newspaper office, and he insisted that we did, and he said how much does a divorce cost. I thought to get rid of him, I said fifty dollars. He still wanted the divorce. The price didn't bump him at all.

He wouldn't leave and he asked for a file of the papers and he turned it over to page seven. I can still see him, and what he wanted. In those days they used to run all kinds of little ads about so long. He said, "My wife, Minnie [inaudible] has left my bed and board, and I will no longer be responsible for any of her debts." You could find all kinds of those in there especially in a mining town like Roslyn. This is what he

Welsh: wanted and he gave me fifty dollars. I gave the office a dollar for the ad, and then I had forty-nine dollars and was able to get over to Puget Sound all right. So I granted a divorce.

Maunder: And it probably was just as binding as any the courts issued.

Welsh: Well, that's what he wanted. As a matter of fact I think the honeymoon was over right then. He wasn't going to pay for any of her oatmeal. So I've done that, I've preached funeral sermons, I've done for the American Legion.

Maunder: Have you done any baptisms?

Welsh: No. There's people I'd like to throw in the water, but I never got around to it.

Well, then I went over and worked on the Seattle Post Intelligence and the Star for two nights. I remember the job, I was setting Rhodes Brothers page ad. The linotype material had been set and I had to put it together.

Then I spent a summer with a friend on a cabin cruiser, a boy whose father owned a cabin cruiser.

Maunder: This was something of a lark more than anything else.

Welsh: Oh, it was that. That's all, it was getting by when I didn't have any money to speak of. So then the time came when the honeymoon had to be over. The cake was all dough, and I had to earn something. I had no responsibilities. I didn't help the family any more. They didn't need it. So my friend took me out and put me on a steamer that ran from Olympia to Tacoma. He took me out on the cruiser that was stopped in mid stream, and with my last cent I bought passage to Tacoma. I had a friend there who worked for St. Paul and Tacoma Lumber Company as secretary.

Maunder: Who was that?

Port Angeles, Washington

Welsh: A fellow named Orin Shearer. He later became credit manager for Bon Marche in Seattle. He's dead now. He was on our baseball team when we were boys at Ellensburg. What I wanted him to do was find out if he knew of a job. Well, while I was stepping off the gangplank I found a woman's handkerchief with a knot in the corner and thirty-five cents so I spent a nickel of it calling him up on

Welsh: the telephone and he wanted me to get right out there. It would cost me a nickel. I spent a delightful evening with him and his wife and they'd just had a baby. The next morning he said I would suggest you go down (there were three newspapers in Tacoma then; there's one now) to the News Tribune. So I went down to the News Tribune, and told them I was a linotype operator, and could I get work. They said, for God's sake come back in, and go to work. I worked eight days that next week on overtime and everything, they were so short of printers. This went on all the rest of that summer and early fall. It was after Labor Day some time because I remember marching in the printers union parade, and the Labor Day parade, the president of the Pacific Type Foundry phoned me and asked me if I could come to Seattle on Saturday to see him. Well, I went over, and he said there's a man going to install a new paper in Port Angeles, and he's coming in to pay for the machinery and the type Saturday morning, and I want you to meet him. He needs a man to install this, and I know you can do it. So Saturday morning I went over there and he was the wildest looking man that I ever saw in my life, with a mustache. He had greenbacks coming out of every pocket, and he threw them all on the floor, and he said, "Here's your God damn money." Just crazy, and this fellow picked the money all up, and sure enough it paid the bill.

Then the wild fellow and I went into some collective bargaining about going to Port Angeles to install the paper. The town had about three thousand people then, and this was the fourth paper in town. There was a Republican paper, Democratic paper, a Socialist paper. This was to be called The Bee, and it was to be run by some real estate men who had some sinister influence about where they wanted the Milwaukee Road Depot to be or something like that. I installed the paper for him.

Maunder: What kind of a deal did you make with him? How much did you charge him to do this work?

Welsh: Fifty dollars a week. I was only to stay there for that, as far as I was concerned because I knew that I could always make pretty good money in the cities. I fixed up all the other linotype machines that were in town also. There were some few things wrong with them, and I charged for that.

I got in a poker game and won eighty dollars again. But the sad part of this was that the players paid me off in checks, and when I quit The Bee, I went down to these other offices to say goodbye, and to tell them that I was going to go to the bank with these checks, and they said, "Oh God, don't, we haven't got any money in the bank." "Well," I said, "what do you do with these checks?" and they said, "We'll get in a poker game sometime, and we'll win them back." So I just tore them up. I had plenty of money then. And I went back home to Ellensburg.

Fry: You left because you had completed this job of installing?

Welsh: Oh yes, I had installed it and I didn't think this was going to be a very happy relationship. They didn't have an advertising man, they had no ads ready, they had no copy ready, but the machinery was all there, it was all ready. There was a real estate man, a lawyer, a number of other people, this doctor, that were going to start the newspaper, but they didn't really know how to go about it.

Maunder: They just wanted to reach the community. They weren't happy with the newspapers that existed.

Welsh: That's right and they wanted to build this relationship. They had built a hotel and some other buildings on the street east of town; it was in town, but on the extreme east of town, hoping the Milwaukee Road Railroad which was coming in there would put its depot there and change the whole center of town, like these new shopping centers now. It would have worked, and it would be a pretty good deal.

Well, I went home to Ellensburg and bought my mother lots of carnations, and I had a girl friend over there, and I ran out of money again.

On the way to the boat to go to Ellensburg, the publisher of the Tribune Times at Port Angeles, which was a Republican organization, a Republican sheet, asked me if I wouldn't come and edit the paper for him while he spent two months in the legislature. He was a state senator. And that's how I put my roots down in Port Angeles.

Then, to do this quickly, along came a fire and the Socialist paper burned out. The Bee that I installed became a daily. The two other weeklies merged, and became a daily. They were starving to death all the time, all of them. Now, the weeklies got by pretty well because there was all kinds of land notices in those days. They'd only have one printer and he'd be the pressman and everything else. The editor was generally a printer. They did pretty well until they became dailies, and we had some God awful thin years--they were terrible.

Maunder: How were they sustained if the advertising was so low and the population was so low? I mean, you couldn't have had much circulation.

Welsh: No, there wasn't much circulation, but each had a side: Republican, Democrat, Socialist and this other. Each had a cause. Now I'm assuming, only assuming, I know we were never given any money in my day--I'm assuming that somebody must have come forth with a jug

Welsh: of cash for the Democratic campaign or the Republican campaigns or something. One side got the county printing which was a big plum. There were a lot of land notices in those days and they'd be spread around, and so there was job printing you see. Each one had a job printing shop.

Maunder: Yes, and that's where the money was probably.

Welsh: It probably was, yes. But, none of them were very fat, as we used to say in the newspaper business.

Maunder: Tell me Billy, what was the attitude of the newspapers in Port Angeles in those days towards the lumber industry? How did its attitude towards the lumber industry reflect?

Welsh: Well, I don't think much attention was paid to it.

Maunder: It was a big part of the community's economy wasn't it?

Welsh: Well, it was all they had but there was a fish cannery that finally went out of business, and small shingle mills, a lot of small shingle mills.

Maunder: So, a lot of the news that was generated in the community stemmed from the activities in the industry.

Welsh: That's right.

Maunder: All right, how was this reported in those days?

Welsh: Well, I don't recall much news of the timber industry itself, excepting as to the loading of all the ships that went out. For example, they provided a great deal of news for us, and I covered a great deal of that. There's a point here. I'm glad you brought it up. I don't remember any editorials giving them the devil.

Maunder: Or praising them.

Welsh: No, or praising them.

The logger in the woods in those days was hired from a hiring hall in Seattle. He paid so much and was brought down on steamers to Port Angeles (until the Milwaukee Road built their railroad line down there). I'm talking about the very early days. They were put into logging camps, and if they went in after the fourth of July they didn't come out until Christmas. They were in these logging camps with no clean sheets, with no literature, and this brought on the old IWW days later on, and that ran into some publicity.

Maunder: That provoked some news.

Welsh: That provoked some news because these boys were getting pretty tough. Then there was a strike, a shingle weaver's strike. This was in 1913. I remember seeing the strike breaker's wives with revolvers strapped around them piloting their husbands to the job. I remember this part of it.

Maunder: Were they Pinkerton men, do you mean?

Welsh: No, these were shingle weavers that were just what they called scabs in those days. And that strike ended. I think that there has been some very good evidence that one of the newspapers that dealt with taxation matters. I think it was a timber industry paper.

Maunder: In other words the timber industry had their newspaper that they were helping.

Welsh: Well, I think that there were--I think there was a small subsidy. I'm pretty sure there was. A banker told me there was, but I don't know. You could say that it was suspected, or something like that.

Maunder: Which newspaper was that?

Welsh: Well, it was the Daily Herald, and that was one of our competing newspapers, so, we would think the most evil things of it.

Maunder: Was there no editorial exchange of brick bats passed between these newspapers over matters of this kind?

Welsh: There were all kinds of brick bats. The Bee that I went down to install became the Herald. The day after it came out, my editor, Mr. A.A. Smith of the Tribune Times, the Republican newspaper printed an editorial which began like this, "Born of a total misapprehension, launched in a half-baked state, the Port Angeles Herald hoisted itself on the Port Angeles community yesterday afternoon," and then went on to tear them limb from limb. Now the newspapers fought each other more than they fought issues for a long long time. Then suddenly, issues which seem small today, appeared, and were conquered by newspaper editorials. For example, there were four members in the city council who were carpenters. When the time came to get a new "biffy" for the City Hall, these men build a tremendous wooden thing with two levels. One for the women up top, and one for the men down below. The women had to walk this long catwalk to get out there. Well, one newspaper took up the cudgel to get some sanitary plumbing and to tear this thing down, and they destroyed it by

Welsh: ridicule. They called it the "city silo" and each week there would be an editorial against the "city silo." Things of that kind, very very caustic.

Experiences With Wobblies

Maunder: What about the response, or reaction to the activities of the Wobblies? Wasn't there some discussion and editorial comment on that?

Welsh: Yes, and not only that. There was some action. Before I was married the Wobblies had--it must have been about the time I was married--one of the greatest law suits that's been held up there. It was held against a bunch of business and professional men because the Wobblies claimed that they were carried aboard a boat and taken away from the community.

Maunder: Shanghaied.

Welsh: Shanghaied out of the community. That was one of the greatest trials and it wound up against the Wobblies.

Maunder: They were found against.

Welsh: That's right. Every business man who was interviewed said he wasn't on the dock that day, and my God, the place was crowded with them.

And then there was one other incident during World War I. (I had just joined the navy. I hadn't even had my uniform yet.) Captain G.R. Slokum, retired, came in there with a cruiser and some pigs (some submarines) to establish a base. He went aboard the Coast Guard cutter and asked the skipper if he knew where there was a man who could punch a typewriter, and with some general all-around public relations experience. This fellow said the only one he could think of was me, so he phoned me and I went to see him. He told me he wanted a Chief Yeoman who could do some shorthand. I did some shorthand and some writing; he wanted me at first to do some recruiting. Well, when he said he wanted a Chief Yeoman, I thought a Yeoman fought with a bow and arrow. I actually did, I knew nothing of it, and so I joined.

There were several boys that were guarding the power plant, Army boys, and there were sailors from a Coast Guard cutter there, and from some of these other navy units that were in the harbor.

Welsh: The Wobblies had a store, or a place on Front Street. If they found a sailor or a soldier alone they'd start crowding up to him and insulting him and threatening him. Well, one night, the boys got tired of all this, and they organized a "get rid of the Wobblies campaign" of their own. So they asked the sheriff to take off out into the country and they sent the chief of police out on [inaudible] Hook out there. It's a mile long natural breakwater out in the bay.

We went up to the Wobbly headquarters and marched right through it taking men, papers and everything else and got rid of them. We even chased two of them into the bay.

Maunder: What provoked the Wobblies into attacking the sailors?

Welsh: Well, they didn't like the idea of the United States being at war for one thing. They weren't attacking me because my uniform hadn't come yet, but the boys said that they just kept riding them all the time. I suppose today it would be almost the same as some of the kids on the campuses, but being Wobblies they would probably be threatening them a little bit more than these kids would be. And these enlisted men just got damn good and tired of it that's all. And there were not any Wobblies around Port Angeles for quite a long while after that.

Maunder: Did you ever have any other direct contact with these Wobblies?

Welsh: None.

Maunder: You didn't observe their activities?

Welsh: Most of their meetings up to this time, when they established this Port Angeles office, were probably held in the woods in some remote place that I didn't get to. I heard all kinds of stories about them putting spikes in the logs. But I don't know that they put spikes in the logs. I couldn't tell you that. The same as when they were putting fire bombs over in the wheat over in Washington. And then of course there was the Centralia thing, the Centralia massacre. That was a very sad affair.

Maunder: Do you recall the details that may not be already recorded, anything that would be uniquely new? Did you get any anecdotal information?

Welsh: No.

Maunder: You had no direct contact with it.

Welsh: I went down there [to Centralia] but I questioned my own Legion comrades for about two days until I got nothing out of them. I went down there, my post sent me down there. I was

- Welsh: treasurer of the post and they sent me down there to see if I could help the American Legion. But this thing was all in the red hot stage and they were as suspicious of me for a time.
- Fry: The Legion was?
- Welsh: Well, for a time, yes. Any outsider was viewed with suspicion. "What the hell are you doing down here?"
- Maunder: They were all highly defensive of information that might involve them in any way.
- Welsh: I think at the time they were afraid of, well, my guess would be and it's just a sheer guess, but they were afraid that there might be some reprisals or something, and that somebody else might be coming in there to take part in this. I was quite young then. Today I'd have found out, but then I didn't think too much about it. I got home as rapidly as I could.
- Maunder: Were the Legionnaires of Centralia very much involved in that whole affair?
- Welsh: Well, I think there have been some pretty good stories written on that. I think there's a good record on that. They were in a parade. Yes, it was an Armistice Day parade as I recall, and they passed the hall of the IWW, Wobblies as they called them. Who started the shooting I don't know, but there were a number of men killed on both sides and there was a hanging, there was a lynching and my sympathies were with the Legion. One of the boys by the name of Grimm that was killed, was a friend of mine. Well, in those days, we were pretty grim about our patriotism, you know.
- Maunder: Well, this was after the war.
- Welsh: Yes, that was after the war.

Action in World War I

- Maunder: What provoked you to take this military job in 1916 was it? Or '17. Were you likely to be thrown into military service?
- Welsh: No.
- Maunder: You took it just because it seemed like an interesting thing to do.

Welsh: No, it seemed like I wanted to. My uncle had been a Canadian Highlander, and was killed a few weeks before, fighting in France. I was mad about it and I liked him quite well and I guess I was adventurous too.

Maunder: And this was before you were married.

Welsh: Oh, no. I was married January 1, 1917.

Maunder: So you were taking a military assignment right after you were married.

Welsh: That's right. I went into the Navy April the 6th, the day war was declared.

Maunder: The day was was declared.

Welsh: Yes.

Maunder: I see. So in a sense you were responding to some patriotic--

Welsh: It was a patriotic furor. That sounds a little bit dramatic.

Maunder: Well, I think it's legitimate. Many men did do exactly that both in that war and in more recent ones.

Welsh: I did recruiting duty there. I certainly wasn't a hero in the war. I never got to choke anybody or shoot anybody.

Maunder: Did you stay on assignment there?

With the Navy in Samoa

Welsh: No. I was put on a destroyer for a few weeks and then I was assigned to a base at Tutuila, Samoa, to Pago Pago where I was secondarily in charge of a radio station.* At that time the ships we had, which were few and weak, spent their time taking the Solomon Islanders back from German Samoa where they had been slaves of the Germans. We took them back to the Solomon Islands. Pago Pago then was a coaling station only.

*Tutuila is the chief island of American Samoa. Located in the southwest center of the Pacific Ocean, its largest town is Pago Pago. Webster's Geographic Dictionary.

Maunder: And were you a Chief Yeoman there?

Welsh: I was Chief Yeoman. I had to take a three day examination by the way, after I'd been in for about six months to confirm myself, to see that I would have the ability to be a Chief Yeoman.

Fry: And what were you doing in the Navy? You were in charge of a radio station? What were your duties?

Welsh: Well, I handled all the message units, and handled all the contacts with the skipper because he was in charge of the Island. It was wartime and everything had to be secret. We'd have to deliver everything personally to the old man for approval either an incoming message or an outgoing message, and I would keep charge of the records and handle any public cables, and show them to the Naval Authorities. Boats used to call in there about every six weeks. Australians used to come into the office and file cables and there would probably be fifty or sixty cables every steamer day, so I'd have to handle that, collect the money, arrange for the rate of exchange between Australia and the United States, and see that we didn't get the worst of it. A lot of simple little things. Then I had to make out the quarterly returns, the monthly returns and the annual returns; Navy things. Just the things that we called "faa-navy." That's just a Samoan expression. FAA, I think they called it, faa-navy. It was pro-navy, anything that was concerning the navy.

Fry: What interesting experiences did you have with all the various international ships that came in at this time?

Welsh: Well, there weren't many of them. They only came in every six weeks and they were our ships. They were American liners, but mostly Australians traveling on them for some reason or other. The Australians would be coming this way, and the Americans would be going that way. I haven't thought of it much, but I don't suppose there was a great deal of American travel in those days. But there was considerable travel between Sydney, Australia and Auckland, New Zealand, so it seemed to me that the most people who were sending cables were English or Australian.

Well, one of the interesting things--just for one incident--we were asked to go to Apia, Samoa to give a concert. (The singing comes in again.)

Fry: You were in some kind of a singing group?

Welsh: No, I had not been doing solo work for any functions, but I was ordered by the commanding officer of the station, Commandant, J. Merton Poyer, to go with the band and other singers and violin players on a gunboat over to Apia, to put on a program for the American Consul's wife there. She was putting on a Red Cross program, and I was to sing. Mr. Poyer insisted that I sing "Over There" and to do it with all the gusto that I could command. The song "Over There" had only come to us recently, and he was quite enamored of it.

We went over on the gunboat with the band, the paymaster's wife, who was a soprano, the band master, who was a violinist, and the whole Fita Fita band (the native band), and we had quite a concert arranged. An incident occurred there, that I don't know should be generally publicized, but it was quite a thing actually. The New Zealand Senior Officer had his group in-- it wasn't a box actually--it was just a rail down front in this immense warehouse that they used for this show, and he had his staff in there. Our skipper had his staff next to him, but there was a rail between them. I sang this first verse and chorus of "Over There" then the paymaster's wife joined me in the second chorus, the violins joined me in the third chorus, and the band joined me in a variable 'tour de force' in the fourth chorus, and the New Zealand Governor clapped his hand together and took his whole staff out of the building. Our old man clapped his hands together and took his staff back to the ship, and said, "We're sailing at midnight." We were going to stay there for a few days.

Then the New Zealander cut off communication with our island for, my guess is, a number of days, but I think it ran into several weeks. We could get information because our radio operators would talk to their radio operators. I mean we could get the dope all right. There was no way of keeping us from getting the dope. But this almost caused an international incident our singing "Over There," and I guess it did cause one, but I don't think it went any deeper than the two islands. They were about sixty miles apart. It was a rather unfortunate thing, and I'm sure that what happened was that he may have had some losses in the war before we got into it, or something like that, or he wouldn't have been so put out about it. Because the beginning of this is, "The Yanks are coming and it will soon be over, over there." All of this business. It was kind of rubbing it in; and being as young as I was, I never thought of it myself. But I couldn't have done anything about it anyway, because I had been ordered.

Fry: It was just a good rousing war song.

Welsh: Oh, brother it was. It was a rousing one all right, before we got through with that.

I had a very interesting association with a New Zealand soldier, a sergeant, who took me up to Robert Louis Stevenson's grave and told me the whole story of Stevenson's life there, how he was loved by the people of Samoa, and how they built this Road Of the Loved One to carry his body up the hill, and bury him. He took me all over the Stevenson home, Vailima, I think they called it. And I had a very pleasant stay up to the night of the concert. We were there about two days, and we were going to stay about four or five but we were gone at midnight. There was a Mormon boy in the Navy, who was a very fine pianist, and this boy from Santa Rosa, who was the bandmaster. He was an excellent bandmaster, and an excellent violinist. We really had a pretty good show.

Fry: This was the one that literally brought down the house.

Welsh: Yes, this was the last. It pretty near brought me down too. I figured I was into something again. Old Welsh, sticky fingers Welsh, getting into something else again.

Fry: Do you have anything else at this particular period in your life that has to do with newspaper work?

Welsh: There?

Fry: Yes, writing or sending in any press releases or anything like that?

Welsh: No, there was a Samoan paper down there printed in Samoan and English. There was a half caste printer who ran that, and I helped him out once in a while hardly enough to mention, but I did. I'd throw type in for him, and set type for him occasionally for him at night. I was secretary of the enlisted men's club there for eleven months. I was there, handling all events like dances, bowling, pool tables, billiard table, motion pictures. And the committee was able to get the famous players Mary Pickford and Doug Fairbanks to send us all their best movies, and I don't think they cost us anything. They made a tremendous hit; like The Three Musketeers. The next morning every kid on the island had spears, fighting each other.

Fry: You mean the children.

Welsh: The children. And Snow White made a terrific impression on them. Snow White and the Seven Dwarfs. Mary Miles Minter was in that I'm pretty sure, and the natives petitioned us to run that again

Welsh: and again. That's the kind of thing--they loved anything fanciful. If anybody was getting killed they loved that, they just cheered that. For instance if anybody was getting clobbered, as in the Three Musketeers, that was great stuff, they liked that. They wanted Three Musketeers run over again, but the one they loved was Snow White and the Seven Dwarfs. They could understand that. We had those first of the cartoon comedies, but they meant nothing to them, so we sent those back. The natives couldn't understand them.

Fry: Those movies were shown both for the enlisted men and the natives.

Welsh: Oh yes. The natives would pay and the enlisted men didn't pay.

Fry: How much give and take was there between the Army and Navy and the natives?

Welsh: There was no Army there. There were just Navy, and one Marine Warrent Office had command of the Fita Fitas, the native guard. It isn't there any longer. They're under the Interior Department now and not the Navy. The enlisted men ran this movie theater, and we charged the natives a small amount. They'd bring their whole family. Our greatest trouble was with the charge accounts. They'd come in and say: [inaudible] It would mean five large one, two small ones you know, and come in there with hibiscus in their hair, the men all slicked up with coconut oil begging for credit. But they were great people. I loved them.

Fry: It sounds like you learned a little of their language while you were there.

Welsh: You can learn the whole Samoan language in a little while. It's all vowels. There are very few questions you have to ask in a different way. Generally you meet somebody on the trail and say [inaudible] "Where are you going chief?" [inaudible] with the large one or the small one. That's the radio and so forth. I mean you can learn in a day or so enough to get along. If you say you want some kiki, that's food, and no matter when you went through their village, day or night they would fix you a place to sleep and get you something to eat. Very good natured. I loved them very much. I had quite a number of friends with them, and I was made a talking chief of one of the villages.

Fry: Oh you were. What's a talking chief.

Welsh: Well, he is second chief of a village. It's an important job. Well, it wasn't for me because this was all just handed to me.

Fry: It's kind of honorary.

Welsh: It's an honorary thing, yes. It was to me. It's like the Sigma Delta Chi thing. The chiefs once each year go into a huddle like a legislature. They develop all the rules and regulations for the year, and the talking chiefs give these rules to the people. These are a kind of a secondary layer in the executive belt you know. He's number two on the hit parade. But he's quite a noisy buzzard, and he makes a lot of racket, and a lot of speeches, and things like that. So his was an honorary thing.

Fry: And how did you happen to get this?

Welsh: Oh, I don't know. Another Yeoman and I used to visit the villages and for some reason or other the chiefs used to have great talks with me about what they called "Amerika" (America), and asking me countless questions about it. They begged me to live there because they said you could get your food from the sea, and the trees, and the ground: the taro, bananas, coconuts. They thought it would be much simpler if I remained down there and lived there. The problem of living; they'd see to it that I was taken care of. When you come to think of the way life is turning now, maybe this is a better Social Security and Medicare than we're thinking of today.

Fry: Were you at all tempted at that time?

Welsh: No.

Fry: It's pretty far from the excitement of newspaper work.

Welsh: It was, excepting I had a lot to do, and by spending two days a week out in the villages I could find out as much as I could about the islands and their mythology, and their morality, which was a hell of a lot better than anything we ever thought of, I'll tell you that. Because in the first place, in the old days they wouldn't monkey with another, if you were breaking up a family, your head just came off that's all. There was no monkey business about it. I mean they had what I call a pretty high code of morality. Well, I wanted to get home because I wanted to see my wife. Eleven months of it was enough for me. I was perfectly willing to get home, and there I could get my hands into the newspaper business, and that's when I bought into the newspaper business.

Editor of the Port Angeles Evening News

Fry: You actually did make an investment?

Welsh: Oh yes. I had saved \$600--my wife and I in war bonds. She worked in the telephone office in Port Angeles, and I was saving part of my wages. I wasn't getting much: \$72 a month I think, which seemed fine at the time. And of course I'd be getting all my food and everything down there. I mean this was clear. I remember we had saved \$600 in war bonds, and when I came back to Port Angeles, I was immediately asked to buy one of the owners of the paper out. I said well, how much is the down payment, and they said, \$600. My wife and I sat up until four o'clock in the morning looking at the war bonds, and counting them before we made the decision to go into the paper. This was the Port Angeles Evening News.

Fry: Is that the same one you had been working on?

Welsh: Well, I had been working there. The paper required really hard work for a number of years, from six o'clock in the morning until whenever meetings ended at night. We'd write our first copy for the machines the next day after four o'clock, and then go down the street and get ads, and news and attend meetings, and do all of this. It was a long and hard performance, and the income was very low. The advertising was very sparse.

Fry: Right after the war over the rest of the country there was a general slump. Was this so in the timber industry at that time? Was it reflected in your low advertising rate at the newspaper?

Welsh: I think the low advertising rate was a lack of courage on the newspaper people's part to raise anything, even a penny, or things like that. We only had at that time one small paper board mill there. It was called the Crescent Box Board. Now that's a pulp mill, and it had gone in in 1918. Later in 1919, after I was on the paper, the Zellerbachs came in and decided to put in a newsprint mill there, and that's where I met Mr. I. Zellerbach, we have here in the book, and his son, J.D., and a vice-president called Marvin Higgins. I interviewed them on a little yellow Millwaukee Road train that ran fifty miles from Port Angeles to Port Townsend, and back. And they were on this train and of course I went fifty miles. I met them where the boat landed in Port Townsend. They were very kind to me, and very gracious, and gave me all the information I wanted, and I was able to put together a pretty good story about their plans.

Fry: What was your first impression of them?

Welsh: Well, my first impression was of this man of course, he was jovial and very cooperative. He wanted to tell me everything. J.D., whom I became very attached to and fond of and worked with a great deal very closely in later years, was very quiet. He was, I suppose being as young as he was, letting his father and this other man do the talking. I don't know that I formed much of an opinion of them, and I don't remember any lingering memory. It almost surprised me when I found out who it had been after I went with the company and J.D. became the wise man, and a real leader. J.D. was the gentleman who became ambassador to Italy.

Fry: What about Marvin Higgins?

Welsh: Well, I don't remember too much about him. He was of the old school, a rather gentlemanly person, and I just don't remember too much about him.

Fry: So you and Zellerbach came into this town of Port Angeles at about the same time.

Welsh: For the second time.

Fry: The second time for you, but your first time as a part owner of the newspaper, and so you sort of started your careers together.

Welsh: That's right. Well, I guess this relationship began there. I don't think they thought much about who I was anymore than a cub reporter, but over the years it blossomed some.

Fry: I gather from what you said that your reporter staff was pretty slim in those days.

Welsh: Oh yes. For a while yes. For a small while. There was a woman writing women's affairs, Mrs. Webster, one of my partners. She did it with her fist.

Fry: She wrote it out by hand.

Welsh: Yes. She came down and wrote the Tilly and Sally sort of thing which the people wanted. They enjoyed that. But it was a very sparse editorial staff, hardly to be called that, because my work was divided up. The makeup of the paper for example, the front page by hand of course, and sometimes I even fed one of the runs.

First Editorials

Fry: Did you write any editorials?

Welsh: Well, not at the beginning. But as time moved on, I evolved a column called "Welsh Rarebits." I had read some probing of whether newspaper editorials were effective somewhere by an editor or publisher, and remembered that these findings pointed out that too many people did not go to the editorial page, but would read a column like Brisbanes on the front page, the left side of the front page. So I evolved this column called "Welsh Rarebits" taking the name of the rarebit thing. And it gave me a variety of things to write about, such as the tariff, which was important in that part of the country. A dollar or two or three or four on tariff with the Canadians sending stuff across the border seemed to me to be important. I got really pontifical about it.

Fry: On which side?

Welsh: For higher tariffs, and I don't think anybody was reading it. I mean I found out that when I took my more sentimental stuff, all kinds of things we were talking about and laugh at today. Or I would walk down in the morning and interview ten or twelve women who were working in their gardens--picking an especially nice day and interviewing them, and finding out a great number of things and hearing a great deal about it.

Fry: You really got a response.

Welsh: I got a terrific response. I got letters about that. I got telephone--

Fry: A little light weight--

Welsh: Well, to them it wasn't because Aunt Liddy or somebody had sent them a rose, or they'd bought this rose at the J.C. Penney Company. They had a yearly commemorative event at which roses were given away, and they were telling me about their favorite flower, and got real gabby about it. And by using ten or twelve names in the column of course you have a local interest.

Another thing I would see how many different bits of transportation I would get to ride to town. Just crazy things, and talk to the driver as I went down--a man on a wood truck, a kid on a bicycle, or walking with someone. I had a hard time dredging up material that seemed to get the feel of the people. I mean I had the best of material on tariff and things of that

- Welsh: nature, but I think it got monotonous. I think the people thought well, I guess the guy's right, but I'd never hear about it. Then I got a terrific Republican urge, and I'd write things. During the Republican era, of course it was very easy to be a Republican; you always won, generally always won, and you thought you were quite somebody when you were doing that. I look back on it now and wonder.
- Fry: You mean you worked in the party.
- Welsh: Not very much. I'm talking about supporting it in the paper.
- Fry: Did you get to do some interesting interviews with any of the key figures of the era?
- Welsh: No, not at Port Angeles because very few of them came down there. In Ellensburg they'd go through on the train. The train would stop there. But, I don't recall any, outside of a congressman or two who came out to a newspaper convention one time: Senator Poindexter and another Congressman named Johnson, and a few people like that.
- Fry: Hiram Johnson.
- Welsh: No. Not the California Johnson. "The man from [inaudible]" they called him, but I wouldn't think that would be of much importance.
- Fry: My ears perk up at Hiram Johnson.
- Welsh: Yes, he was quite a boy.
- Fry: Now, this was after the rise of the progressive Republicans when most of the progressives I guess had either had to make a choice of staying with the Republicans--
- Welsh: Are you talking about the Bull Moosers now?
- Fry: That's right. During that time did you feel that you were a Republican, or were you a Bull Mooser?
- Welsh: No. I was a Republican, but the peculiar part about it even today, I actually don't know why, or when it started, unless it was that the editor of the paper had been a Republican and things were generally all Republican. I don't vote straight Republican anymore. I haven't for years.
- Fry: This was just your general surroundings there.

- Welsh: Oh yes. The Democrats were a rarity, and today a Republican is a rarity.
- Fry: I wanted to pick up something that you mentioned a while ago in the formation of the printer's union. Did you have anything to do with forming a local union?
- Welsh: In Ellensburg I was just one of those who signed up and became a member. I had nothing to do with the formation of it.
- Fry: Was this difficult to do? Was it well accepted by the publisher at that time?
- Welsh: Oh, I don't think it bothered him much. There were no hard feelings about it. I think he'd rather that it hadn't been formed but I don't remember any donnybrooks.
- Fry: I thought maybe we'd missed a good plot.
- Welsh: No. There's no plot there.
- Fry: So you wrote these "Rarebits" on issues of the day, such as tariffs and so forth. Did you gradually phase out these remarks of yours designed to educate the public about issues, and just take up the local interest ones?
- Welsh: Oh no. I continued this thing. I continued things into--oh, I got too brave into politics, I mean I think I did.

An example of the variety; they opened up elk for hunting and I went up for a week. Fifty-five hundred people had crowded themselves into one valley and were making chumps out of themselves getting drowned, and killed and a few things. I wrote scathing denouncements of some of the things I saw. The articles were quite widely publicized.

- Fry: You mean this was done by the game commission?
- Welsh: The game commission opened it up, and this was perfectly all right because there were too many elk living in the valley. As a matter of fact they were over-feeding and the herd had to be dropped down to some sort of common sense. It wasn't the game commission or the elk that bothered me. It was some of the foolish things that these fifty-five hundred people did, and there was a slaughter up there. I took pretty strong issue with it, and had these things pretty widely copied in the Washington state newspapers. Not any further.

Welsh: You'd get into things of that nature. You'd get in a row with the grand jury, you'd get in a row with somebody else, and you'd fight your way out of it. It might be whether a bridge was made of steel or lumber, it might be a lot of things which we'd say were foolish today.

Oh, another thing as a side light. The Seattle Times even wanted something on it. The sidewalks of Port Angeles were in very poor shape. We're talking about a Port Angeles that's not modern like it is today: paved streets, paved sidewalks, the finest lights all over the town.

Fry: It wasn't that way then?

Welsh: Oh no. No lights, and the sidewalks were all wooden, and of course lots of broken boards. Editorially I was not able to stir the people into doing anything about it. Well, one day I conceived the idea that I'd call in a mythical sidewalk inspector from New York. I had him come to Port Angeles and investigate the situation and discuss the thing with people. I had interviews every day with this guy, and still nothing was happening. Everybody was talking, but nothing was happening, but the people had him on their lips all the time. Everywhere you went you heard about him.

Fry: Did anyone know that he was mythical?

Welsh: Soon they did, yes. Because they'd never met him, and nobody had seen him. And then when I was really desperate--I wanted concrete sidewalks built. The reason I wanted them was at every council meeting there would be a complaint that a woman had sprained her ankle, that a baby buggy had tipped over, that something had happened that was causing the mothers to have a great deal of anguish and injury. So, I got this idea of first editorializing for the walks, and then bringing in this bit of ridicule. And still not getting anywhere, I went up into one district and begged everybody in the district, like a city block, "Won't you please take the lead and build these sidewalks." "How much are they going to cost us?" Actually they cost less than forty dollars a house at that time. And we got one complete block to finish it. Well, then this sidewalk inspector praised these people by name, and then I interviewed them as to the cost of the sidewalk and everything else, and from that time forward, the thing moved. They just build miles of concrete sidewalks.

Fry: Well, civic improvements really held a great deal of space in your column.

Welsh: Yes.

Fry: And local news, and the city council problems I suppose.

Welsh: Oh, the city council problems, yes. A great deal. They were widely covered. One of my business partners, Mrs. Webster was pushing for parks and a Carnegie library, and with her group of women she put that over very effectively. So she was working for one thing, and I was working for another. We weren't working against each other. We were working just different. We both had the tenacity to get the thing done.

Relations with the Forest Industry

Fry: At that time was there much participation by the leading industries in these local community projects?

Welsh: I wouldn't say so. Not right then. They were just getting started themselves. See the lumber industry was going into decline, and they [other industries] were just coming up, and imagine that Crown Zellerbach was only making thirty-five tons of newsprint a day in the days that I'm talking about.

Fry: That's pretty measly compared to today.

Welsh: Yes. Now there's three big pulp and paper mills in Port Angeles.

Fry: Did you run stories for Crown Zellerbach from time to time?

Welsh: Not too many. On new construction and things of that type. If there was a large shipment going any place by sea I would get the dope and write about it. I remember going down there one day and I thought of writing a story, but I didn't write it.

Fry: What was that?

Welsh: Well, it was a big occasion there. The local office had got approval to buy a typewriter.

Fry: Really? And this was the first one.

Welsh: The first one in the mill. It was called the Washington Pulp and Paper Corporation at that time, and there was great glee around the mill.

Fry: So as these stories were handled did you have any particular contact man in the plant?

Welsh: Well, the manager and I were very great friends. I could go to any of the managers. There was no problem.

Fry: Who was this manager?

Welsh: Norman Gibbs.

Fry: We're talking about the days between World War I and the depression.

Welsh: That's right.

Fry: Gradually as you approached 1928, the pulp and paper mills helped to revive the lumber industry around there didn't it?

Welsh: I don't think there was any--there's not the marriage that there is today. As a matter of fact they were almost opponents. Today you take the chips and the waste from a saw mill and a plywood mill, and you make paper out of it in a paper mill. So there is a marriage there, there is a wedlock there, and it benefits both, and forestry; this is a triple wedlock.

Fry: You mean there was competition for the forest products?

Welsh: No. No, there was no competition then because there was so much of it.

Fry: The market for the timber operators was such that selling the timber might have been a problem?

Welsh: Until the paper mills came in hemlock never even was used, and it never even was taxed in that country. It was only when the hemlock found its use as flooring and a few things that it had any value. It was called a weed tree, almost. It wasn't wanted too much, and it wasn't until the pulp mills expanded that there was any great demand for it as dissolving pulp. That's Rayonier, Inc. and other companies like that; Weyerhaeuser and all the rest of the people that made dissolving pulps created a great demand for hemlock. And up to that time, as I said it wasn't even on the tax list.

Fry: Well, the species that they were using then were spruce--

Welsh: Oh no, some of them used spruce, but mostly they used spruce. [This repetition on tape] They cut a lot of spruce for making war planes in World War I and World War II, I think also. The paper makers were pretty set in that day in what they wanted to make paper out of. Today, which you will find out from other people--you should find out properly, because I've been away

- Welsh: from it for eleven years--you get a variety. You can use almost any kind of wood. You use alder, some alder which was never used, that was a despised wood as far as pulp and paper concerns were concerned. They're using sawdust now too.
- Fry: Am I right in understanding that Douglas fir was not being used yet either at that time.
- Welsh: You'd have to ask Mr. Richen on that. I think you're right.
- Fry: That it had to be a light wood.
- Welsh: That's right. It was softer wood.
- Fry: Soft wood. But what else--
- Welsh: Well, spruce and hemlock I think. Now you can check that with Mr. Richen, especially about the time.
- Fry: Well, you were in a good position with all your contacts in the community, and your eyes and ears constantly quivering and picking up tidbits here and there, so that you probably might give us a good account from the attitude that existed on the part of the timbermen; something that would form a good background in relating the later changes that took place when forestry practices came into an accepted part of timber operations.
- Welsh: Well, to start with, as timber was cut the land was generally let go. It would go back to the county, or the state, as though it were no use again, until people found out that you could grow trees. Well, that you could produce crops again, and again, and again, and make it pay. Now all this evolved you know. This isn't a quick thing.
- Fry: And things such as land ownership patterns--did you notice a change in that. Were there many small owners around there at the time?
- Welsh: Mostly large ones.
- Fry: They were large ones.
- Welsh: Yes, around where we lived, outside of farmers who would plow maybe on small timber patches, but most timber was in larger hands.
- Fry: And this was about a decade after income tax had started.
- Welsh: I don't recall when income tax started.

- Fry: Well, my point is that taxes must have made it too difficult for any thought of holding onto this kind of land.
- Welsh: Probably everybody thought there was going to be enough timber. Even the Forest Service. Nobody ever gave a thought to the timber running out. That's about as good a way to put it as I can put it. There just seemed to be so much timber that there would simply never come a day when it would become scarce.
- Fry: I thought maybe through your newspaper work you had contacted some of the timber operators around Port Angeles.
- Welsh: They were busy cutting. Everything I saw was busy cutting and they cut and they got out too, a lot of them.
- Fry: And then they used this to plow back into buying other lands somewhere else. Is this the way it worked financially?
- Welsh: I don't think it worked that way there, because as the timber ran out one mill closed all together. The biggest lumber mill there was closed. It was a lumber mill, not a paper mill. The paper mills actually saved the community because they could use the wood smaller, different species as time went on. No, the big cargo mill there of two saw mills and timber company just got to the end of the timber and they quit. [inaudible] had an enormous mill there. They'd have three ships loading at the same time. This created quite a little problem for the community.
- Fry: Oh yes, that must have caused a terrible slump, and it was also reflected in the newspaper subscriptions.
- Welsh: Everywhere it touched the community. It put any casuals that had been working there, or gave people that were in between like forty-eight or fifty-eight years old some problems. They were not able to attach themselves to somebody else.
- Fry: Did you have many itinerant type of loggers in the city?
- Welsh: Not in the city because they went out to the logging camps in groups. They were brought down by boat from a hiring hall in Seattle, and went out by boat along the strait, or by train into the woods. They would remain there from say Christmas to fourth of July, and fourth of July to Christmas. They would have times off and go to Seattle for the big bat.

Now today, I think one of the greatest stories to me is the change in the logger, from a man who sat in a lumber camp, the bachelors, to the present day where some of them commute a hundred miles to work every day.

Fry: And they own mortgages.

Welsh: They own mortgages. Some of them are the heads of the library board, the public utility board, heads of lodges. Practically all of them are married and they live in fine homes, and I suppose they'll give you a copy of the timber department's publication which was turned out recently to show you how we moved our entire lumber department from an Indian area down to another. I think this is important because it shows at a time when highways, public utility lines, and everything else are taking the timber out of the country by having to give up right-of-way. You know, taking timber off the tax rolls. Here's a company that's actually creating eighty or ninety new homes for taxation and equipment; headquarters and equipment headquarters down there at this place.

To just give a sort of an illustration on what is happening in a lot of these places. If you could take the logger and change him from this kind of a loner, to the kind of a guy he and his wife are today; they have some of the finest houses in Port Angeles. In this publication, I don't know whether you saw it or not, this is the logger's Handbook for 1958 and I made a talk called "Candle Power & Lantern Light." Now this first part here, I didn't know they were going to put that in; I was just kidding using some terms. I'll let you have this for a while and you can send it back to me. I made this at the Olympic Logging Congress, at Victoria, B.C. Now, in here I think you'll find--here's that widow's story which will give you an idea of what--

Fry: Oh yes, the one who burned the Douglas firs.

Welsh: Yes.

Well, it starts here: "Across the years of the American dream." And then I said, "So bird watchers dilute their conservation energy when they keep scolding people in cemeteries for wasteful practices of past generations. Sure they burned fortunes in trees, sure they cut high on the stumps, sure they moved westward when the trees ran out where they were. Likely they reasoned that the nation had enough trees, whales and buffalos away back then, for the wood, light and meat uses of twenty-five million or so people."

Fry: It's important to understand this in terms of the whole economic nature of the day.

- Welsh: That's right. "For no one dared to prophecy that we would be a nation of nearly 170 million in 1958 or dared to speculate that we would exceed the 200 million mark in 1970. And the ordinary settler's widow looking at her wooden cradle would likely have poohpoohed the fantastic prediction that fifty thousand babies would be born each week in the United States" and so forth and so forth. Then there are some Indian loggers here. It's a long bit of history.
- Fry: What I wanted to ask you, Billy, was in your contract with the loggers then, did you find them really the romantic, boisterous, competitive, confirmed bachelor type of wanderer that we had in our folk tales and more romantic accounts of them.
- Welsh: No, the only time I ever was with those loggers (they were away out in the woods and pretty hard to get at) was when I'd see them drinking, on the way home to Seattle for the fourth of July holiday. They were quite the romantic boys, and I've never been able to get any philosophy out of them. As a matter of fact they were pretty close mouthed in those days, the ones I saw. I was never able to get very much out of them.
- Fry: And they didn't really offer a lot of grist for your writing either at that time, did they?
- Welsh: No, except that so many of them were killed at their work, and there was always a story there, and at the time it was somebody with no relatives in this country: born in Sweden or someplace else, and only the timekeeper at the funeral. I remember those days, and I think I've mentioned that in here. I had no romantic attachments with the logger you're talking about. When I came to Crown Zellerbach of course, I was involved with loggers because I wanted to find out what they were doing, and especially in safety work.
- Fry: This was that transition period, I believe in the thirties.
- Welsh: That's right, and when the company became very much interested in seeing that loggers didn't get hurt, or if they did get hurt they had the type of trained personnel that were able to give them first aid. I mentioned some of that in here, and I'll send you a copy of the speech I just made to the safety conference.
- Fry: Good.
- Welsh: I mention that I saw instances, and pictures of first aid in the old days in a mill, or in a logging camp. There was a bandage, and a bottle of Old Crow whiskey for an anesthetic, and little else in the way of first aid, or the care that should have been attached to a thing like this. Today, the logging people and the paper people can hold up their heads very high, I think.

Fry: They certainly can, and Crown's increase in the safety record is really amazing.

Welsh: Another thing you can say there, I don't know what the percentage is, but in the Crown Zellerbach families there are far more people hurt outside the mill, than there are inside the mill: highways, carelessness, bumping your head, the things that mornally happen to a family.

Fry: I think your home's supposed to be the most dangerous place.

Is there anything else that you had in your newspaper experience before you went with Crown Zellerbach that you think would be pertinent to add either in building up your own background and training for things that you would later use in your public relations job?

Christmas Charity Work and Other Benefits

Welsh: You probably saw mentioned the twenty-five years that I spent on this Christmas work. I think this was one of the public relations ventures where I saw the need for certain things.

I started a column called "Beacon Bill." Now why I selected the name I don't know. There's a lighthouse in Port Angeles, and I think I had the idea of bringing a little light to the poor people ahead of the depression and during the depression, and I blackmailed my friends pleasantly.

Fry: You mean a kind of a gossip column.

Welsh: Yes.

For example, right after Thanksgiving I'd throw away my "Welsh Rarebit" column and I'd put the "Beacon Bill" column on the front page, and I'd establish a Santy Shanty, and build up a story each day on the need for helping people. Remember now, there was no government assistance at that time at all, no school lunches by government, so I evolved this, with my partner's agreement, set myself apart as an editor actually by writing up at two or three o'clock in the morning these "Beacon Bill" quips. They were blackmail, they were barbs, they were pleasant barbs. When I get home I'll send you some. I have a few of them left. For example, I'm blackmailing a florist, so I tell him to get up off his poinsettia and put some seeds in the pot, and sign this Sweet William, and give him a little advertising.

Welsh: Well, we started off the first year and I think we got three or four hundred dollars, but a lot of groceries and clothing, and vegetables from farmers and things like that. I think I worked for the Salvation Army that year, and then after that conducted it as a violently personal thing. I mean I just moved myself into this thing terrifically, and as each year passed and the amounts grew in cash, and clothing, and provender, the children would have sacrifice funds. Now there was a jar, and they wanted an ice cream cone, their mother would say for example, "Don't you think you'd better put in a nickel or dime for Bill." The children would give plays in the basements and charge their mothers and fathers. All the neighborhood would come in. As it developed, everybody wanted to be blackmailed. People I didn't blackmail became quite provoked, and thought I was slighting them, and would write, and phone, or have somebody else do it until in later years I was getting in between six and seven thousand dollars, and about an equal amount in clothing and shoes, and things of that nature. Then came the depression itself, and this intensified the need tremendously.

One Christmas during the depression we sent out 554 Christmas baskets. No cost of delivery. Everybody in town who had a truck, loggers, and everybody else helped. (Loggers were in on this too.) The fire department repaired toys, a woman's group repaired and painted dolls. I took the dolls and put shipping tags on them with lettering something like this, "Please dress me and return me to Beacon Billy's shanty by December 22nd," and I'd get back some of the most beautifully dressed dolls you ever saw in your life, for the little girls. Then people like Sears and Roebuck got to sending great cases of toys, and the thing just kept mounting and mounting.

One of the years during the depression I was able to buy fifteen thousand school lunches. The truant officer came down and said, "I've fixed up my truck so that it can hold pairs of shoes. Do you think you could turn over to me all the shoes that you're now having half-soled and polished," and I said, "Why should I?"

And he said, "Well, when we're getting all kinds of calls from people that their children are not in school, and when we ask them why, they say they don't have shoes." "Now," he said, "if I could have all the shoes that are turned over to you; you have them half soled as you are having them half-soled and polished as you are having them polished, because I can only handle the distribution." This was helping the school district by getting the state money in again, and it was helping the kids by getting them to school, and their health too. Then I would give him the book by which he could order shoes. This is a long

Welsh: story, but think of what people were doing in those days. If he bought a pair of shoes for a boy, the store keeper would give the boy a pair of rubbers. If he bought a pair of shoes for the girl, the store keeper gave a pair of galoshes, free. So you see the thing ran this way.

Then we had a dental assignment where all the kids could have any tooth they needed extracted for fifty cents, and we'd pay that and we dealt through the school nurses. We had the school lunches. Then the eyeglass thing: for six dollars, it didn't matter how difficult the case was, we were able to get full eye glass care for the children.

Fry: What about general medical care for the kids or their parents at this time.

Welsh: I don't recall much of it, no. In the first place I don't think we could have handled much of it. We were running pretty thin as it was each year with this tremendous program we were taking on, one of the women's clubs handled the clothing, and you see we were also feeding people all through the year wherever a bad case would come up, but you could run through the whole fund on three or four doctors. I mean if you got in a hospital case. I can't remember whether the county was handling medical cases then, or not. I suspect they must have been because somebody would have had to have done it, but I carried this on for twenty-five years and when I left, I left several thousand dollars there because the government was then taking over so many things, the care of the blind, the care of the widows and the orphans, the school lunches and everything. Our expenditures were almost nil.

Fry: Can you make any conclusions on who the poor were in those days? I don't mean during the depression. Almost everybody was then. But back in the twenties. Were these loggers primarily, or people temporarily out of work?

Welsh: It was general. It ran right through the community. During the depression of course, well there just wasn't work, there wasn't anything to do. Storekeepers and everyone else were having a pretty hard time, and the banks closed, do you remember?

Fry: Yes. Well, I guess the paper mills too had to close?

Welsh: They were on thin rations. There were days when they didn't run.

Fry: And shifts were shortened for those that did work as I understand it from your annual report.

Welsh: That's right. You bet you. Those were tough days, and God bless the American people that could pull themselves through it. I don't think they'd do it today.

Fry: This went on then until the advent of WPA and CCC work and things like this.

Welsh: Yes. It went on even during that because they didn't make much on that. I mean, this augmented the thing. They could eat a little better, and probably get a few clothes, but this went on even after this thing started, probably not as intensified because I think there was only this one year when there was this tremendous number of baskets. When you sent a basket out it not only had the meat, all the gimmicks for making bread and cakes, and things like that, but it would have a sack of potatoes and twenty-five pound sack of flour, and a box of apples, and by the time we gave them the food package they could stumble through a month with it, I think.

Fry: And, in addition to this, I gather that you had your funds arranged so that there were some funds for emergency cases all through the year. Is that right?

Welsh: After a while. After the first number of years we were able to set up rather a backlog, and be careful not to let it tumble over. There were emergency cases. I don't recall precisely what they were, and if there were any involving doctors we'd have to go to the doctors and so some collective bargaining and say, 'Here we just don't have this kind of money. Now if you want to help us out and if you want to do it all right.' But I don't recall too many of those. I recall a goiter case or two, and with very good results. But it was generally eyes, and no shoes, and things like that. And you'd be amazed at the difference in the report cards that the teachers would show us from the time the kids went to school when they had been home for the summer months, and not getting the right kinds of things to eat, and three months later when they were getting this food up at the school cafeteria. Now we didn't shame the kids, we gave them meal tickets, so that they could get in line the same as the rest of the kids. Nobody knew up there so there wouldn't be any finger pointing.

Fry: It looks to me as if this would be a full time job in administration.

Welsh: Well, I worked writing up until two or three o'clock in the morning. Some nights it would come hard. Some nights I could do three or four columns in four hours maybe, just get hot you know, the words would come. Because you had to apply this to your name, and what you were doing. Fry would be a good name. See you could apply that to cooking or make somebody fry.

Fry: A play on words!

Welsh: Now I was doing a bank. I was blackmailing a bank with about fifteen employees, and the only name I couldn't figure out was one Fernandez, so I evolved a wedding in which all these names were used, and they fit in beautifully and then the bride carried a bouquet of fern-andez-roses and you'd be surprised with that silly thing. It was absolutely silly, but the bank loved it, and they came up beautifully.

Fry: This would take up a lot of your time, but I know at the same time you were also active in other things. Was this when you were beginning the Rotarians?

Welsh: No. The Rotary came in 1923. This was 1929 before the depression came. And remember another thing, the depression didn't hit Port Angeles really for a year because Rayonier, Inc. was building then, and a gas company was laying pipe line.

Fry: So this provided employment.

Welsh: It was about a year before the depression really hit Port Angeles.

Fry: I gather you were pretty active in the American Legion in the twenties?

Welsh: Oh yes, I became state commander in the American Legion. Well, I'd held local offices, and then in 1929 I was elected State Commander of the American Legion in Washington State. Nothing to do you know, just being stupid, and running around getting jobs.

Fry: And giving speeches.

Welsh: Oh, speeches from then on. That I think helped me with the Rotary. Another fellow and I got the idea of criticizing anyone who spoke. They'd give us five minutes to criticize them. Not in a mean way, but criticize something, or ask them some questions and it gave us some confidence. Up until that time I couldn't have put two sentences together.

Fry: That's a little hard to believe.

Welsh: Well, it was just crossing that bridge.

Fry: And this would give you experience of what the real audience response was.

- Welsh: That's right, or you could hear from your neighbors in the audience whether you liked the guy's speech, that was speaking to you or didn't like it, and what they didn't like about it, and that still happens today. For example, you'd get a dry speaker. The other day there came to us from the Seattle Symphony, the concert master, and he stood up there with two violins in his hand, and it was the greatest speech I think I ever heard from the standpoint of public acceptance and warmth to it. He gave the speech about a year ago and just the other day they invited him back again. He got down to the point of the horses they raised in certain countries to make the gimmicks for the bows, and the cost of this Stradivari and this other type of thing, and his hand were moving beautifully all the time, and he described the functions of the concert master and so forth. So you can tell by the way the audience lightens up whether the electricity is coming back to you.
- Fry: And your experiences on the boards of audience response probably didn't hurt you either.
- Welsh: That of course was a little more remote.
- Fry: You didn't have to create your lines as you went along.
- Welsh: No. Another thing, I was living the part. The audience was something that was out there.
- Fry: And you weren't really you.
- Welsh: No, I was again the sweetheart in every kiss, the bride at every wedding, and the corpse at every funeral. It's a common saying, it isn't mine. And I lived the part the same as I just yesterday, lived The Sound of Music. I just moved myself right into the beautiful Bavarian Alps, and followed Julie around all day long.
- Fry: Well, do you want to launch into Crown Zellerbach back there. We'll have time just for the launching I think. But why don't you explain what brought on the change.
- Welsh: Well, of course the depression was over, and the paper started to thrive.

Joining Crown Zellerbach as Public Relations Officer

Welsh: I was always interested in writing stories about the mills you see, and what called their attention to me I don't know. I never have heard. But one day in January 1939 the vice-president, Alexander Heron came to Port Angeles, and asked me if I would mind going to San Francisco to listen to some man making a proposition to the executive committee on public relations. He said there would be a ticket in the Seattle office for me. I said when do you want me to go, and he told me what day this would happen. So I thought well here's a chance to go to San Francisco. I never thought anything about it outside of going down there and coming back, and I listened to this man's presentation. I was asked what I thought about it. I think my answer was, "Ridiculous." And then Heron took me up to what is now the main hotel on Market Street.

Anyway he had me to dinner, and he asked me, "I know you'll never want to leave Port Angeles, but if you do, I was wondering what amount of money it would take to get you to come away from Port Angeles."

And I said, "Well, meaning like what?" He said, "You know how much money it's costing you to live right now, how much more money would it cost you to live in San Francisco do you think?" Well, I made an awfully bad guess. I guessed too low, and that was all that was said. We bade each other goodnight, and months later I got a telephone call, and he said, "Billy, we're going to need you right away." And I said, "What."

"Oh," he said, "we're going to need you right away." He said, "We're going to have Louis Bloch Day at the fair ground on Treasure Island, and we're going to need you. We need you now."

Well, I went down to my business partners, and told them I'd had this offer, and they said nothing, and so I went and talked to my wife and she said, "Well, I wouldn't mind going to San Francisco for a while," so I sold out. It all happened that fast. And I went down in February of 1939, and my wife brought the kids down as soon as school was out that year and both of them graduated from Berkeley High School.

Fry: You lived in Berkeley then?

Welsh: Yes, sixteen years. Well, still nothing happened. I didn't know what I was there for. Mr. Heron never said anything about it. He gave me books to read about Crown Zellerbach, I mean

Welsh: information and business pamphlets. And then one day he said, "Well, Mr. Bloch's party is out on Treasure Island on X day, and we've got to get a book out on it, and so forth.

So every one of the employees was at this big banquet on Treasure Island and that's the first job I did was to help with that, and get out this publication which was called the "Years of Paper" and of which I got out numerous ones. We liked the idea the "Years of Paper" because it didn't tie us down to any one thing, you couldn't tie it to men and things like that. We liked it.

Fry: And that was your first one.

Welsh: It was the first one.

Fry: How much of a staff did you have right at first, any?

Welsh: A stenographer.

Fry: And your main job was in charge of publications then such as "Years of Paper."

Welsh: Well, that was included. I was under Mr. Heron's direction. He was then Director of Industrial, and Public Relations. I was promoted to Director of Public Relations in 1941.

Fry: Did Mr. Heron actually have a great deal to do with public relations after you came, or did he more or less turn this over to you?

Welsh: I don't quite know how to answer this because we tried to have all of them have something to do with public relations. It was the way they appeared before people, and it was difficult, when I went in to even get somebody in an executive capacity to speak at a meeting or anything. I was having difficulty. They were all reticent about speaking before groups, and it finally evolved into having them come to service pin banquets of our own people. And we began to get a very fine acceptance from executives. At these service pin banquets we'd have leaders of the community; the mayor, and the county commissioners, and the labor leaders, and heads of Rotary, and Kiwanis and so forth; and then Mr. Zellerbach himself. Mr. J.D. Zellerbach evolved the idea of making one trip a year to these communities in which he would not only speak to supervisors, but we'd get a considerable group of people at some proper place for a big banquet and he would project as closely as he could what Crown Zellerbach was going to do in the year ahead. This was an involvement. It didn't happen right away.

- Welsh: Public relations, I never have particularly liked the term myself. I always said I liked to plant the thoughts with the managers, and others because the things I was suggesting were good things to do. I never was very excited about the title at all, and I don't know why. It's probably pretty silly, but remember public relations was only getting some stature some years later. I mean this was just the growing pains.
- Fry: Well, your programs then, if you want to call them programs, mainly had to do with working with the executives and other people in the company, to get them to represent the company to the public.
- Welsh: They'd like to get a better representation by them than they were giving. I mean we had the hope, and prayer that when we wanted a speaker we could get one from the executive section. Rather than saying that I planted an idea, I didn't, I planted seeds, but I never planted the idea. They were going to have a service man banquet at Port Angeles, and knowing I was going to have an audience there for them, I would hope and pray that I could get them there, and we generally succeeded.
- Fry: I suppose some were more cooperative than others in this.
- Welsh: For a while, for a while it was a little difficult.
- Fry: J.D. evidently led out in this.
- Welsh: No, he was the hardest one to get to become what I would call a speaker. But, he did do his share, and later on became of course what I would call an excellent representative of the company to the people in the area. He'd come to these banquets, and as I said, they would always be pleasant affairs in addition to passing out service pins, which he did personally; he'd project the year ahead as nearly as he could, and tell what was going to happen. How are things in Glocca Morra business.
- Fry: And this is sort of what you can count on.
- Welsh: Yes.
- Fry: What about the others? What about Mr. Isadore Zellerbach? He was one of the first ones you'd met.
- Welsh: He only spoke once, to my memory, and that was at a service pin banquet.
- Fry: You've spoken to me about how warm and human he was.

Welsh: Yes. But he was getting pretty old you know. The younger breed was coming up. He'd give you the finest kind of attention in the office; he'd do anything for you, and appeared to be on your side all the time but, I only remember once that he spoke on the program.

Fry: Well, he was getting near the retirement age.

Welsh: Oh yes. He was born in 1866, so he was getting close to his eighties in 1941.

Fry: Was Louis Block a great cooperator?

Welsh: Yes, he addressed a great number of banquets. He did real well.

Fry: Now what about use of radio in those days? Did you use a lot of radio addresses?

Welsh: No. None.

Fry: Now this Treasure Island affair when they had a Louis Bloch Day, was not arranged by you, but I was wondering if this was something the company frequently did, taking part in community festivities this way.

Welsh: Well, that was the only kind of an incident that I can recall, and we had taken part in other things.

[Welsh and Fry examine some documents]

Fry: Billy, that's not very much.

Welsh: Well, you'll have to come back.

Fry: I feel like that was a real find for me.

Welsh: Sure it is. It's good source material.

Fry: What's the name of that man who put those out? His name isn't on the publication.

Welsh: No. Victor Gault was the editor, but he had other duties. This was a side line with him.

Fry: Was he kind of a public relations man?

Welsh: No, there was no such thing. He was a public relations personality. He was an outward personality, and he only died a few years ago. It would have been a wonderful thing to have

Welsh: been able to get hold of him, because you see he was with the company a long time before I was. He came to the company in 1918.

Fry: And what was his job officially with Crown Zellerbach?

Welsh: It was in personnel work, and he became through various stages, personnel management. It was mainly at the big Camas Mill, he saw it grow from a small mill up to where it had twenty-six hundred people. (It's a funny thing, I'm in this book, and I didn't have any copies. So I thought it would be a good opportunity to get some.)

Service Pin Banquets

Welsh: A lot of these things didn't happen because I thought them up in San Francisco. They were thought up by personnel people, and as they felt there was freedom to do these things, all of a sudden they became sort of a mill policy, and gradually became corporate policy without really too much formality. They seemed like good things to do. You seemed like you were having service pin banquets for your own men and women, and you invited leaders of the community, the mayor and so forth.

Lots of times you'd invite a speaker like well, we had the Chief Justice of the Supreme Court, the state governor. These were rare occasions, but we would have people of that nature make a talk. Or we'd bring for a long number of years executives like Mr. Zellerbach, or Mr. Block, or Mr. Bankus, or Mr. Alexander Heron who was then in charge of industrial and public relations, or have a manufacturing vice-president, or someone like that come up and make a talk to the men at the banquet. We'd present the service pins, and generally they would talk on the condition of the company, what they hoped to do in the year ahead. In the days when we first started this, you remember the company was fairly small; between six and seven thousand people in it when I came into it, as against some thirty-three thousand I think today. So these were not unusually difficult to attain. Managers liked the idea, San Francisco seemed to like it, and without any great formality of saying can we do this, what authorization have we to do it; all of a sudden this thing emerged as a full fledged sort of a thing. This was a service pin banquet in the woods even, I mean for logging camps and for all around. And that's how that came into being and is still being carried on today.

Mill Visitors

Welsh: Other types of things in which a public relations department would involve itself in along with the timber department would be visits to tree farms, or visits to mills you know. All of a sudden now from a trickle back in those days of people visiting mills, this is the kind of a program where the chamber of commerce in their booklets announce that you can go through these mills, and hundreds and thousands of people do in summertime. For example, the Port Angeles Chamber of Commerce booklet tells you that you can visit the pulp mills in Port Angeles, including Crown Zellerbach, and I could get you an example of say how many people went through there in this past year.

Fry: As this started in the days of the trickle, wasn't this a little bit bothersome to the mill managers to have to take these people through here and there and hire an employee to drive them?

Welsh: Yes, I think that bothered them some. I mean just use the word bothered unless it was a customer. Actually there was no formality to the thing and you could get in, but today there is this greater freedom, and it's one of the attractions of the community. In a great many of these communities at least. The tree farms themselves they've made fantastic progress in taking people. They even took a blind school into the forest while I was still here. And this was all explained. The forester who accompanied them was quite surprised at the great number of children who would be able to get anything out of a forest which they couldn't see. And the man who brought them there from the school said they would see more than children with eyes, because they get it out of the speech, and they wanted to get it. There was not a resistance to visitors, but no setup to handle it, this thing was developed into rather an easy and informal thing.

Fry: So I gather that these trickle of visitors first started in the late thirties.

Welsh: I couldn't tell you that.

Fry: Well, after you came to work for Crown Zellerbach.

Welsh: Oh, the trickle no, the trickles must have started before that because people would visit mills.

Fry: When did it begin to increase?

Public Relations Practices

- Welsh: Oh, I think it was after the depression when there was more interest of people finding out what a paper mill was. School teachers for example, that type of person. Along the way came the idea that new school teachers were probably strange to a community, and wouldn't it be a fine thing for the company to establish a welcome for them, so what transpired from there was that dinners or banquets were arranged for all new school teachers and school officials. Even the state superintendent of schools attending on most occasions.
- Fry: Now was this more in areas where the mills were than in timber areas?
- Welsh: Not ever in the timber, I don't think, but in the mill communities. Instead of someone making a big brave speech to these people--well, actually the way I looked at it, I didn't like the idea of making speeches to them as though it were propaganda. But, they were set at tables at which different department heads would be at the head of the table, and these people would ask questions about what do you do Mr. Clutter, and he explains his department and what happens there. Who developed this I don't know, but at that meeting at those banquets, the teachers were invited to come to the mill but somewhere along the line, and I don't know, I can't remember how it started they closed the school down for an afternoon subsequent to these early meetings. You see here comes fall and all the new school teachers, they're strangers to the community. They don't even know the school teachers yet, and so they have this banquet and they meet the managers of the mill, and they meet the supervisors of the mill. Either the following day or the following week the school is shut down for an afternoon, or like a school teacher's conference, or something and then they are taken through the mills under guidance.
- Fry: And this happens in nearly all the mills in the area.
- Welsh: This eventually developed into most of the mill communities. Now some of them still carry them on today, but I don't know whether all of them do. You can find that out in San Francisco.
- Fry: You mean this particular thing then sort of petered out you think.
- Welsh: No.

Fry: It's still going on.

Welsh: Oh, I know it does in Port Angeles. I'm sure it does in Camas. I'm assuming--you see eleven years have passed, and there are a lot of things I haven't got my fingers on. And I know it does in Port Angeles because I've been invited to them each year.

Fry: Now what about Mr. Stamm's very vigorous activity in such things as the tree farm programs, and other things for AFPI [American Forest Products Industries].* Did they become a part of a message to the community in trying to educate the general public to the value of tree farms and keeping Oregon green, and Washington green?

AFPI Activities

Welsh: Well, I'm glad you brought it up but, I was the man in AFPI. For fourteen and a half years I was chairman of their advisory committee. Well, subsequent to that Mr. Stamm came into it. But, Mr. Stamm was in a higher elevation than this. He was the president, I think, of the American Forestry Association. I was chairman of the advisory committee at the time that AFPI was organized up until 1955. I have a document at home that says I served as chairman of the advisory committee. Now the advisory committee was mostly on the editorial tactics and the types of things--the going over of all the materials in booklets and everything. Along with the committee, going to meetings to establish the program for the following year: what do we do this year, who do we hire, and what do we do, and so forth. You remember that in 1941, this was a frightened group of timber owners. There was concern and a lot of publicity, and a lot of government statements that they were going to have federal timber regulations.

I don't know how you could document whether they said it or not. There was a feeling that the timber was running out and something serious had to be done about it, and so this group was formed. There seemed to be more western industry forestry people in it than in any other part of the country. The South did come in some. Now I don't know at what stage Mr. Stamm entered this. He addressed our meetings at times. I know that

*American Forest Products Industries, since 1969 the American Forest Institute.

Welsh: he went to New York with me one occasion, when he addressed a meeting, and I'll tell you that old dynamic Stamm put his story across. He was one of the greatest of the promoters that I have ever seen, and when he got through talking to you, you knew that we were growing timber. I mean by we, the whole forest industry.

Fry: This was a meeting of AFPI you are talking about?

Welsh: Yes, but at New York. You see we met at Washington, D.C. a couple of times a year. And so quite an important part of my job was to represent the company in AFPI. Subsequent to my leaving, other people have, some higher. I think Mr. Clucas is on there now, the public relations man. I know other people, I think even a vice-president, or so have been on it. But it's the type of thing where the average person like a vice-president does not have enough time available to him to spend a week some place pawing over the movies that are going to be presented, and the details of the movies, and the script of the movies, and the whole school program with the woman who conducts a thing like that. She has her day in our meetings, and the booklets we're going to get out.

As an example, the first booklet that was out had pictures of a big western tree, and the southern people and others had never seen a great big tree so we changed the covers for the different areas, so the people would understand what we were talking about. Then we would get technical descriptions, only to find out the people didn't know what we were talking about. Even in the books on paper making we'd talk about our rewinder, without telling them what a rewinder was. So these things took hours and hours of deliberation to get the copy down to where somebody on the street would understand it.

Fry: And in the various regions.

Welsh: Yes, I took one of these rough copies on the commuter trains and would distribute them to people that I knew, and ask them to read them and tell me what was wrong with them, and some school people gave me some very good advice. Some school teachers went over it.

Fry: This is a good use of commute time.

Welsh: Sure. And then I'd pick this stuff up in two or three days and I found out: Well, what are you talking about? What does this word mean? Why don't you tell us what this word means? I was probably bitterly hated sometimes by the staff because I was so particular about some of these things.

Fry: Well, were you one of the midwives for the birth of the--

Welsh: I was invited to be a midwife, yes.

Fry: And how did it really get started right at first?

Welsh: Well, each company that was interested sent people who they could spare. Now remember these were some pretty big leaders who were back in there except myself. I was low man on the totem pole. I'm talking now about Fred Weyerhaeuser, the Weyerhaeuser Timber Company and William Greeley, who was with the Westcoast Lumbermen, and was formerly United States Forester, and who was one of the most dynamic of the forest leaders. He's written books and everything else on it. So there were Fritz Jewett of Pottach Forest, there was Clyde Martin, the chief forester of Weyerhaeuser, there was Cordyn Wagner of St. Paul Tacoma Lumber Company, there was Roderick Olzendan who was with Weyerhaeuser. See they had a lot of people in this thing at that time. Western Pine had, I can't remember whether that was Stuart Moyer. Subsequently it was--anyway I think Stuart was there first. Ernest Kolbe is the Western Pine representative now.

We used to have some great times back there. These people became my very fast friends. There were some people in from the South; mill owners and very fine gentlemen active in this movement. And in the beginning nobody knew what to do. Everybody went back there to find out what was going on. How are things in Glocca Morra type of thing. And a public relations man from New York was retained. And it was just like any type of a group meeting and expressing the fears and what do we do now and so forth.

Fry: In your special meeting I would have thought that there would have to be a lot of guide lines that you would have to set up for your future activities. For instance, I wonder whether you decided initially on whether the emphasis would be on a general education program for the public at large, or with other industries, and actually getting them to institute more forest practices, or work with Congress and congressmen from the various districts which were involved in this industry.

Welsh: As I remember, and again this is a long time ago. I remember sitting at meetings with these people I'm telling you about when they first came up with the idea, "Let's find out how bad things are. Let's see if we're doing anything wrong."

Fry: You mean within each company?

Welsh: I use "we" as the forest industry. "Let's see if things are as bad as they're saying they are first, and see what we can do ourselves. I don't mean to wait two or three years, but let's look at it right away." You see, the tree farm movements had started out here already. There was the Weyerhaeuser tree farm and I think we had one, or two and other people had started. So the idea of the tree farm movement moving from the West to become a national movement was pretty well expressed in those early meetings, along with the concerns about what might happen. As I recall it there were a great number of words, or vows about this possibilities of national controls over private forests.

I want to bring up a little side light here before I forget it about Charlie Nichols. Charlie Nichols was a real hard-boiled timber operator; one of the best. He told me that Ed Stamm had sent some tree planters down on the job he was on in Clatsop County. This is a story all by itself, and he told them to go home or he'd throw them off the right-of-way. That's the terms he used. These god damn fancy tree planters have got no business in the woods. And then he said eight or ten years later while he was waiting for a logging train to come down the grade, he went over and took a look at these young trees, and he said they had grown so well that then he believed in reforestation. His expression to me was that the trees themselves had taught him a lesson. I thought that was very good. I used that I think somewhere once. In other words the oldtimers themselves as individuals rather than companies in those days began to see that this thing was possible. That is for new generations of trees. So every disciple you had in the logging part of it made it much easier in the tree part; much easier to establish a tree farm.

Fry: Do you know anything about who might have been trying to pioneer some of this in that area in the twenties?

Welsh: Down there?

Fry: In, or out of Zellerbach, yes.

Welsh: I think you'd better find that out from Clarence [probably Clarence Richen] or I think there was a lull there. When we quit in the nursery and the tree planting out here at West Linn there were quite a number of years I think there wasn't a great deal done. I'd rather have timber people tell you about that. I don't want to make any mistake.

Fry: So you took a look at what actually was being done then, such as the initial tree farming--

Welsh: Well, these men thought it was important to find out who was doing what. There must be somebody doing a good job, so let's find out about that, and who was doing the bad job. Not picking out somebody who was doing a bad job, but let's just take a look at the industry and see if we're as bad as what we're being painted. Now the national polls showed at that time that the public didn't think we were doing a very good job, so this had to be changed, at least we felt it had to be changed. Remember we were like school boys back at our first meeting.

Fry: You had a lot of these things to go over.

Welsh: Well, I have never met with a more sincere, determined, and wise group of forestry leaders in my life, because they really believed something had to be done, and they felt they could do it. Now, I would report back to Mr. Denman generally and Mr. Stamm. Of course I always let him know, but Mr. Denman was then over in the timber department and it was Mr. Denman who sent me back East.

He said, "Billy, can you handle this for us?" This is about the way the thing started. My newspaper experience probably lead some people to paint me into this box that I was in as chairman of the advisory committee. I think it should be clear that it wasn't an advisory committee to tell people how to conduct forestry, but to find the proper vehicles and language that should go into publications. They hired editors, they hired writers, they hired people of that nature.

Fry: Movie makers.

Welsh: Movie makers as time went on, and one of the very good things they did right almost from the beginning was hire a good woman to conduct a woman's department which handles schools and women's clubs.

One of the things we found out along the way, it took us a little while, most of the textbooks were as seedy as some of the old processes that you used to make paper, or to run newspapers, or whatever. They all seemed to say that we were running out of timber. I think most of the publishing houses were centered around Boston. So as the years ran on, our staffs thought it a good situation to personally talk to editors in metropolitan areas and to people who published magazines and to interview the people who turned out these textbooks, and they had a small and gradual success for a while because there seemed to be a suspect feeling in the air. Well, first there had to be a trust built that we were telling the truth. There had to be a believability in what we were saying.

- Fry: There was a basic scepticism.
- Welsh: Yes, there was. This had to be dispelled, this fog of skepticism which these men who were sitting in towns, that never saw a tree except an ornamental tree, could easily believe. They had seen the loggers go west, from east to west, and there was nothing but the Pacific Ocean, so they could brew up all kinds of editorials stating the West was running out of timber.
- Fry: Now what about the "Timber Inventory" put out by the United States Forest Service.
- Welsh: Well, that had not started at the time. That came out later.
- Fry: Did you participate in that?
- Welsh: No, the company did I think only in supplying material. That would have come through the Forestry Department. But, I know the company, all the companies cooperated, and of course again happily remember that all of the things that you have been hearing about from timber people--use of the seed trees, the use of chips--all happened after this. There were some chips used yes. The Port Townsend mill was running on chips. But the general utilization, and the establishment of chippers at plywood mills, lumber mills, etc. had not been generally accepted. So things of this nature, in addition to getting people like the Northern Pacific Railway and others with large timber holdings to join in the tree farm movement, got small owners.
- Fry: This was what I was just going to ask you about.
- Welsh: Yes, the chief forester of AFPI has done an amazingly good job of it.
- Fry: Who is that?
- Welsh: I can't think of his name. Then they went into quite a program, among other things. Oh, they did a tremendous school job, this was fantastic the school job, getting out maps of the country and the trees, an overlay of the trees that grew generally there, and statistics on the number of tree farms, and creating a welcome in the schools that what they were sending out was the truth. And I think they're generally accepted now as factual material. Teachers want this type of material. From the very beginning we had a fine receptivity. I don't believe we had the believability that we desired immediately, but as time went on--

Well, there was impetus after the war. During the war, the people's minds were mainly occupied with the war. But, there was of course this hanging fog of suspicion that the government

Welsh: might move in here any time, war, or no war, and take this thing over. It would have been a pretty serious thing to have them move in on the control. Now they did a lot of other things, AFPI. They tied in with this 4-H Club movement, and had contests over the nation, and brought winners into Washington, D.C., and so forth.

Fry: Contests in what?

Welsh: Forestry. Forest management on their father's farms.

Fry: Oh I see.

Welsh: And in this whole pattern of better reforestation, or more reforestation, of course there was primarily expansion of the tree farm movement by moving logs on small farms. We got hundreds, and hundreds, and hundreds of small tree farmers to get into this movement, and these permitted all kinds of local stories that were perfectly valid stories. I remember going out on a number of them. They'd get a cord of wood cut from thinnings and pile it up and say with a sign on it: "These trees were x years old, and had to be thinned. They are going to market at the Anacortes Mill. The farmer will get so many dollars from there, and the trees that were left would expand." All this type of publicity. So in the smaller communities and in the timber industrial communities the tree farm movement was accepted. I think this was pretty general.

Fry: Along about this time it was made financially feasible, due to a number of factors, for the tree farm type of logging operation to become company policy especially in the large companies. I just wonder if you think if the tree farm program had not become a formal organization with this structure at that time, if large companies like Crown and Weyerhaeuser would have probably gone ahead anyway because of the--

Welsh: They were already growing them.

Fry: They had already started.

Welsh: Yes. Weyerhaeuser had the first tree farm, the Clemens tree farm, and I think we had number one and two and we were moving ahead on that basis anyway. And I'm sure there's an industrial forest organization here in Portland that should not be overlooked in this thing either. They conduct a tree farm program in the whole Pacific Northwest.

Fry: Where is that?

Welsh: Well, I'll have to find out who that is. You can find that out from Margaret. William Hagenstein, he's one of the most dynamic characters that you ever heard of. I think they handle--

Fry: Are there any basic differences between the two programs?

Welsh: I don't know. I don't know whether they use any of the same materials or not. I doubt it. Then of course another thing to remember; the West Coast Lumbermen's Association was carrying on a public relations program too, a tree farm program. That's the outfit that William Greeley was in. He was their head man. But I prefer to let Bill Hagenstein tell his own story because it would be cruel to omit either him, or the West Coast Lumbermen's Association. You might get enough bits of things to tie in there. You tell him that I didn't want him to be left out, that you were interviewing me, and I suggested that you could find it profitable to talk to him. You can find out from Clarence, or George Shroeder, whom you just met. You can find out from them just exactly what control this industrial forest organization has over the tree farm movement. I'm sure they're in charge of it.

Fry: You mean--

Welsh: The Hagenstein. It's pretty complicated, but it shows you the extent to which the western people went.

Fry: This is primarily control over public relations output? Or is there forestry.

Welsh: No, it's forestry, and a public acquaintance with the fact that we're doing this. This is top level but it's not the real reason. The real reason they're doing this is to get more timber. But there is a public relations aspect to it that cannot be overlooked.

Fry: At first I suppose the major change in having a tree farm would be increased fire protection.

Welsh: This is one of the things.

Fry: Is that one of the first things they would institute?

Welsh: No, it was a lot of things. I don't know which was first. I don't know what the priorities were. It would be fire protection, it would be thinning, it would be education. Oh, another part about this thing was, most of the larger companies came to a point where they would loan foresters to small operators.

Fry: Just loan them.

Welsh: Most of these fellows wouldn't own a great deal of land. This would be a small thing, to give them help on good forestry practices. What do you do with this stand? Do you thin it, what kind of fire protection have you got?

Now another that just occurs to me (and Hagenstein can give you this), the fire protection came from a sort of selfish motive; you fight your fire and we'll fight ours. It developed into both state legislation and corporate cooperation into which you fight the fire if it starts in the next area the first guy there fights the fire. If somebody's land along side of yours is burning, you go in there and fight it. Now, there's some recompense for that. You settle the affairs afterwards. The thing to do is get the fire out. And they've had a great, generally most years they've had a great fire record. So what you're getting here now is the public education, and the cooperation with the small farmers. Of course the cooperation with these small farmers who generally would come to sell their material to pulp mills, or shingle mills or saw mills, helped develop good public relations.

Fry: We were talking about cooperation developed between tree farm owners, and between large owners and the small owners, and how the larger ones loaned out their foresters to the smaller ones. Do you know of anything about how the states entered in here to furnish forestry information?

Welsh: Oh, they came along. Both states have excellent forestry departments. The state of Washington has probably the largest, because they have more land and more growing timber. Oregon had this tremendous fire you know.

Fry: Tillamook.

Welsh: The Tillamook fire, and although those trees are growing they're not in the same amount.* The Department of Natural Resources in Olympia, Washington, Mr. Bert Cole is the director. Now I don't

*The Tillamook Forest Fire, Oregon's greatest timber fire, began August 14, 1933, and burned 311,000 acres of timber, including the largest remaining stand of Douglas fir in the state. The fire, brought under control August 26th, caused a total economic loss of 600 million dollars. Howard McKinley Corning, Dictionary of Oregon History (Portland, 1956), 245.

- Welsh: know whether they have any booklets on that. I'll find out for you because I will be in Olympia. But they conduct quite a program.
- Fry: But they didn't formally go along as a part of this.
- Welsh: I don't even know that they were formulated at that time. I know that Governor Langley, the Republican governor in the year that the Clemens tree farm was started, he went down there.
- Fry: And looked it over you mean.
- Welsh: Yes, and I think got a pretty fine glimpse of the fact that tree farming was possible. Tree farming on a paying basis, this growing trees on land which grew trees before could be done. As Mr. Denman said to me--it was his expression, "Tree farming was growing trees on land that had grown trees before and making it pay."
- Fry: And this was the important thing.
- Welsh: This was the clincher. These are forestry states, so you get involved with four or five different groups. Probably too many. There's talk at times of reducing the number but they don't seem to ever quite do it.
- Fry: You mean in one of these organizations that arches over the whole industry.
- Welsh: That's right, but AFPI per se, could never take over any of the functions of these other things [forestry associations] because these are industry people things, whereas this other thing is public education nationally.
- Fry: What is it the industry--forestry techniques.
- Welsh: Well, the Industrial Forestry Association or our private companies or the Bureau or the National Resources Department of Washington State or anything. That is AFPI was never designed to practically take over any of these types of things. This is a purely educational organization and still is.

Contact with the Public and Private Forestry Organizations

- Fry: What about trying to work with some of the factors outside of industry which were influenced by either encouraging or discouraging the use of forestry and tree farms, such as the pattern of forest land taxes and the income tax. Did AFPI cooperate in trying to get better legislation and legislation more favorable for land taxes that would encourage--
- Welsh: I don't remember that, unless they added their voice after I left. I would imagine Industrial Forestry group would be the leaders of that.
- Fry: Didn't you have something to do with the federal legislation, in the early forties, instituting a better use of capital gains tax for forest land owners? You alluded to some work with national legislation on this. Was that what you meant?
- Welsh: There was some such legislation, but you'd have to find that out from--
- Fry: I have the legislation, but I just wondered if you worked on it.
- Welsh: I had not worked on it.
- Fry: I think Mr. Stamm might have been rather active in this.
- Welsh: Well, he could have been.
- Fry: And I thought that maybe you were his--
- Welsh: No, we didn't have that type of relationship. He had all the ability to do this thing himself, and had the staff up here to get his material for him.
- Fry: For testimonies before committees and things like this.
- Welsh: Oh, this would be the legal department, plus his wisdom as to which was the best legislation, and quite likely you'll find the Industrial Forestry Association was in on that, or they may have been leading it. I don't know. My function was generally this great interest I had in seeing that people in communities learned about these things and schools.
- Fry: The gradual education--
- Welsh: Yes, you could have lost me in legislative matters in those days. I'd have been a babe in the woods. Besides, we had plenty of other things to do.

- Fry: What did you do with other organizations who were also involved in educating the public, but from an entirely different point of view, which entirely ignored the needs of industry such as the Wilderness Society, and the Sierra Club?
- Welsh: Well, in the first place they disbelieve us I think even to this day. I remember being on a number of irritating programs with the Sierra Club--
- Fry: A kind of panel discussion you mean?
- Welsh: Yes, where somebody prepares the same crud, and they put it on, and in a great number of cases, not for publication. There's a hell of a lot they don't know anything about. Their type of conversation is to save a thing forever. This might last in the redwoods because they're kind of a permanent institution, and the tree could last for many, many years. But, trees in most parts of the country become old like men, and they start going down hill.
- Fry: And I guess in Douglas fir your climax forest of today would be your rotten stumps of tomorrow. If your climax forest of today were left to stand in a state of preservation, they would eventually all die about the same time wouldn't they?
- Welsh: Well, I don't know. They might not. Because they might be different years of seeding naturally. You'd better get anything like that from foresters. But, you have other things besides just growth and use. You have cyclones that blow down a whole area that has to be cleaned up.

Now this happened within the last couple of years. 1962 wasn't it, that Hurricane Betsy just raised hell.* I know it sure did out our way, and then you have to harvest all that timber immediately, and reseed it. I mentioned in one of my speeches somewhere that the people like the Sierra Club, and the Wilderness Clubs, and all that--I give them all the credit in the world for the good things that they're doing, but they are always scolding people. They want trees for the sea, and none for the saw, you see. They're scolding people in cemeteries for bad things that were done, and they're scolding us at the same time, not recognizing the good things that are being done.

*In October 1962 severe storms swept through Northern California, Oregon, Washington and British Columbia. Gale force winds shattered buildings, uprooted trees, and killed at least forty-six people on a path 1,000 miles long and 125 miles wide. Facts on File, November 8-14, 1962.

- Welsh: And they have what is probably the fastest CIA system of getting the word to their members, and mounting the parapets anytime someone is going to cut redwoods, or so forth. I'm not arguing with them on this, but I mean they have a real organization. My son-in-law belonged to the Sierra Club, and when he came up to the Olympic National Park, he says why these guys don't know what they're talking about, because there is some 960 thousand acres in the park up there where we live, and in seven tenths of it you couldn't get into it ten feet. They just want these trees to stand and not be used, and you watch anytime there is any movement comes up, to take ten thousand acres out, or something, boy they mount the parapets, and they've got their guns going, and they do a damned effective job.
- Fry: Is it? I wanted to know.
- Welsh: Oh yes, oh yes. They've got the people planted all over and they do this and they believe in what they're doing.
- Fry: Do you think that they really do have that much influence?
- Welsh: I'm sure they do.
- Fry: In Washington, D.C.? Either directly, or through constituencies.
- Welsh: Well, there's quite a number of people in California for example, who don't want the remaining redwoods touched. And whether they're right or wrong I don't know. There's an argument going on now, whether or not the freeways should go through a cut forest, and so I wouldn't be any part of choosing up sides in that. I just wanted to tell you that we did touch base with them, and on numerous occasions. I handled a meeting at which we had forestry representatives on one side, and these real dyed-in-the wool conservationists on the other side, including somebody from Berkeley in the Sierra Club. They're immovable. They can't see.
- Now industry is not immovable. They have formed public parks, they have given land in a number of instances to public parks. There's a movement on foot now to survey lands. If they find a spot in the forest that's more usable for public enjoyment than anything else, it is preserved as a park. Surveys are going on all the time, and there's a great national movement, and a great state of Washington movement for getting more recreational lands alongside of beaches, and in forestry areas, so you're going to see a great deal more of that.
- Fry: Did this old picnic area that Crown Zellerbach has start out when you were still working here?

- Welsh: It started out, but I had nothing to do with it. This seemed a natural thing, that people of one or two communities needed a place to picnic. Our own people for example. I mean the loggers and their families and it extended to community use. There are a number of those you know.
- Fry: Did you find that the use of the forest for other recreation activities, such as hunting, and fishing, and camping sometimes poses sticky public relations?
- Welsh: Only in the beginning. The true sportsman for example, obeyed all our rules, but there was always the sticky problem of the rascals who would shoot into our water tanks that we needed for fire protection, shoot into our oil tanks, break down gate locks and not obey the rules. But for the most part, as I understand it from reports that I had from the tree farms, the great bulk of the sportsmen were just as mad at these rascals, as we were.
- Fry: Well, how about prosecuting these people?
- Welsh: Well, you have to first find them. How would you find them? How would you go and find your oil barrels and your water barrels and gasoline barrels all punctured with holes in them. It was just deliberate, just deliberate bad manners, and you go to a gate that's locked because it was needed to be locked for fire protection, and said so, and they'd just take a rifle or shotgun, and shoot the lock off and go in and hunt. And after a while, after a time my understanding was that the company got good cooperation from most of the people who were good hunters, and good citizens in trying to rap the knuckles of these fellows. Now whether there were any prosecutions, or not I don't recall. I don't recall any. It's possibly because they did this at night, or in the early morning and then got the hell out of there.

Now we still let them on our tree farms. They hunt elk, and deer, and everything. We have great elk herds on two or three of our farms, and these things multiply tremendously. The reason that they are allowed to hunt them and the deer is because if you didn't, there wouldn't be enough feed for them. You see, deer and elk don't feed in forests really, they feed on second growth land where forests are growing, because there's no actual feed in a deep penetrable forest. Lewis and Clark, and everybody else who went down into this country originally found that out. They had to get out to where the land was clear to get game, and get fish, and everything else.

Fry: I thought that perhaps it might be wise when a culprit is caught by the local law enforcement agency not to press charges because here again, you found the image of a large corporation punishing this poor individual down here who did nothing more than dump his garbage on your land.

Welsh: He did more than that, though. He destroyed property. See, hunting starts about September, and in certain areas you have your water tanks or barrels all filled.

Fry: I think one of the pictures I'm trying to get at here with you as its artist is the concept of relating Crown Zellerbach's activities to the general public. I mean telling the general public about this. How has this concept changed since you came in in the late thirties until eleven years ago? Did your job start out primarily as one with handling press releases for our mass media, and then gradually evolve into more general--

Welsh: I never started on the basis of press releases. They came along later with the expansion of forestry, the mergers and all of these things. I don't think we issued a great number of press releases about normal changes of management in those days.

Fry: What was your main tack at the beginning? Was there any one particular technique?

Welsh: Well, the technique that I think I tried to plant first was to have our mills become a real part of the community. I mean concerned about community affairs, schools, civic parks, things of that nature. We had open houses for the first time early in the game. Hundreds and hundreds of people in the community had never seen the mills. They'd lived along side of them you see. Now this was all done by my asking managers of the mills if this wouldn't be good things to do. They turned out to be terrific things to do, and one of the byproducts of this at Camas Mill, the new management very wisely added regular employees like office employees, and union employees to the planning committee for an open house, for example, so that you had full cooperation from the unions, and etc.

One of the things which resulted from this was a better job of housekeeping. I mean the mills looked a great deal cleaner the day of the visit. The wives were coming in, you see, and you heard this, you heard this going around. The wives are coming, and the daughters are coming, so let's clean up the place. From that time on it became what do you call it, a fetish. I mean that from that moment forward housekeeping was one of the number one projects of the mills. This was a windfall of something that had started. Then you know, in one mill we had the paper school.

The Mill School

Fry: Oh yes, that paper school at Camas.

Welsh: At Camas. And I expanded--I spent a month each year in Camas prior to the school getting out publications for graduation, explaining the purpose of the school, and getting it out very much in the nature of a high school or college annual. These men's pictures, the graduates and the story of the school, etc. And this was presented at the annual graduation banquets.

Fry: Did this paper school take only Crown Zellerbach employees or was it open to the community?

Welsh: No, it was not open to the community. It was open to regular employees.

Fry: And it was job training wasn't it?

Welsh: It was a job improvement program, yes. It was broadening their knowledge of the pulp and paper industry, and for two years stenographers and typists would take it because this would give them a familiarity with the terminology that people dictated to them. The students from this school receive credits from both Oregon State University, and the University of Washington, depending on the number of hours that they spent. All through the school year in addition to a faculty conducting the classes, speakers come from other industries that sell us materials. [inaudible] Lime to give us the story on lime, or well on electricity and forestry people come from the University of Washington, or from Oregon State College, engineering professors come, and things like that. So it's really pretty good.

Fry: Did you have anything to do with the actual running of the school?

Welsh: Oh, no. No, this was moving before I came.

Fry: And the administration of the school was under what--the paper mill?

Welsh: They had a staff there of all people in the mill. That is, I mean the assistant manager was the dean of the school, the technical department man would be something else and the wood mill man would be a professor and so forth. The only thing I had to do with this school subsequent to 1939 was to expand, or give to the public especially in our state, an opportunity to see what was going on in education within the mill, through publicity. We got out news releases on this thing, we published this booklet and I think I got out three or four of them at least in that length of time, maybe more.

Welsh: We had big leaders from the state and community leaders at the graduations. These were big banquets and graduation was held. The top winners received free trips to other pulp and paper mills in the Pacific Northwest, and there were other gifts like a book on making paper, and so forth. This still goes on, and it's still very popular. I spoke three years ago on the [inaudible]. Well, I was master of ceremonies.

Fry: Now in what other ways did the public relations program change or expand or take on a different character?

Welsh: Subsequent to what?

Fry: Subsequent to 1938.

Welsh: Well, I don't think that we ever thought of it as a program, a formalized program. We thought of, again, we were small you know, reaching people. I would know every mill manager, and tree farm manager, and be able to get over whatever I wanted them to do in public relations by just chatting with them prior to a meeting, or something. This never was set down. You couldn't find it anywhere in the Crown Zellerbach records.

Fry: I'm trying to find out how in actual operations and results, how it happened to change if it did. Maybe it didn't.

Welsh: Well, I don't think the way it was conducted changed. I think it subsequently may have changed with the publications of more materials and the improvement of the annual report. It was just a black and white affair when I went there.

There's another thing, we gave a better image of the company to the investors. The annual report was just a black and white publication with small type, and to me it looked as though I wouldn't get very excited about investing in a company like that. But the report today it's one of the nicest looking reports. Now I only helped the comptroller to change that. It was his desire that it be improved, and I worked with him all during that time. But I would not want to take credit for it except for the suggestions.

I don't think you could find in the files any formalized menu for public relations. We had a lot of things going for us like the school banquets, the service pin banquets, and all of these things of this nature, and subsequently the tree farm movement. But I don't think you could have found the scratch of a pen on public relations, per se.

Fry: As you look back on this, do you see some of the changes and different ways you had of creating a better image for Crown Zellerbach over the years. For instance what about the speeches made by you and by others in Crown Zellerbach. Did these speeches help any?

Welsh: Yes, a great deal. By request of communities, filling the needs of service pin banquets.

I'll give you an example. Once a year we took journalist students from the University of Washington to the Port Angeles mill in a bus. From that developed a request to give a talk to the journalism classes at the University of Washington, as to what they would see, and what it all meant. That is prior to the event. Now that didn't last very long, because I don't think the people who succeeded me questioned whether this thing was very popular, or whether it was necessary. But the students thought it was, and the professors thought it was. You see a mill is a noisy place and to explain something in a mill as you're moving along is a little bit difficult. There are tremendous pieces of machinery that make a hell of a lot of noise and the school thought it might be better if they got a story prior to going to the mill.

Yes, there were requests from communities. Mr. Heron did a number of speeches in universities. And there was along the way the Public Relations Society of the United States formed in San Francisco, and I took a small part in that.

Fry: In the formation of it?

Welsh: Yes, and I served in there for a time, and subsequently joined the Public Relations Round Table, of which I'm an associate member now. And we kept mixing with other groups that way, and we got quite a little benefit from that.

Fry: Was there encouragement for members of Crown Zellerbach to belong to such things as Rotarians, Kiwanis, Elks, and all of this.

Welsh: They do. The manager of the mill at Port Angeles is a Rotarian. The forester is a Rotarian.

Fry: Again there was no formal encouragement.

Welsh: That's what I say. There's no.

Fry: You can't say that really this has been urged by the company.

Welsh: No, but I suspect that the way that happened was that the manager of the mill said, "I've been requested to join the Rotary Club. What do I do about it?"

And the answer probably was, "Join." I suppose other people almost printed a program of what you should do. Well, we have never done that. That is, we have never done that up to my leaving.

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